DOCUMENT RESUME

ED 204 622 CE 029 587

TITLE Study on Staffing Needs of Post-Secondary Vocational-Technical Schools in Georgia. A Comprehensive Staffing Guide.

INSTITUTION Associated Educational Consultants, Inc., Pittsburgh, Pa.; Georgia State Dept. of Education, Atlanta. Office of Vocational Education.

PUB DATE Jul 81

NOTE 238p.; Table 1.1 will not reproduce well due to small, light print. For a related document see CE 029 588.

EDRS PRICE MF01/PC10 Plus Postage.

DESCRIPTORS Administrators; Clerical Workers; *Job Analysis; Occupational Information; *Personnel Needs; *Postsecondary Education; *Resource Allocation; School Maintenance; Service Workers; Staff Utilization; Teacher Aides; Vocational Education; *Vocational Schools

IDENTIFIERS *Georgia; *Noninstructional Staff

ABSTRACT

This guide presents an equitable system for allocating non-instructional staff positions within the postsecondary vocational schools of Georgia. Chapter 1 first discusses the background/development of allocation formulae for three groups of non-instructional personnel: administrators and other non-instructional professional personnel, secretarial/clerical/accounting personnel, and custodial/maintenance/security personnel. It then explains the allocation formulae. Chapter 2 presents the organizational charts that give a detailed outline of the actual positions recommended for each of 29 institutions analyzed in the study that developed this guide. (A study report is available separately.) Chapters 3-6 contain job profiles for four groups of non-instructional personnel: administrators and non-instructional professional personnel, secretarial/clerical/accounting personnel, custodial/maintenance/security staff, and teacher aides and other non-instructional personnel. Each job profile includes qualifications, goals, and duties and responsibilities performed, which are listed in descending order, based on the actual amount of time spent by personnel performing these jobs. (YLB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED204822

A STUDY ON STAFFING NEEDS OF POST-SECONDARY VOCATIONAL-TECHNICAL SCHOOLS IN GEORGIA

A COMPREHENSIVE STAFFING GUIDE

for

GEORGIA STATE BOARD OF EDUCATION
DEPARTMENT OF EDUCATION
OFFICE OF VOCATIONAL EDUCATION
STATE OFFICE BUILDING
ATLANTA, GEORGIA

by

ASSOCIATED EDUCATIONAL CONSULTANTS, INC.
North Allegheny Office and Research Park
McKnight and Pine Creek Roads P.O. Box 15073
Pittsburgh, Pennsylvania 15237

July, 1981

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

A. Maughon

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

ACKNOWLEDGEMENTS

The study of non-instructional staffing needs in the post-secondary area vocational-technical schools in Georgia was a joint effort of the Office of Vocational Education, the Georgia Department of Education and Associated Educational Consultants, Inc., (AEC).

We wish to thank Mr. Robert Mabry, Coordinator, Research Coordinating Unit for his continuing support and professional assistance throughout the project. In addition to Mr. Mabry, we are grateful to the following Division Directors for their cooperation and expertise; Dr. Robert E. Lynn, Vocational Program Management; Dr. John H. Lloyd, Vocational Program Development; Mr. Wiley H. Simpson, Vocational State Planning and Operations; and Mr. Ed L. Word, Vocational Instruction. Additional assistance was provided by Mr. Ray Greeson and Mr. Charles Horton of Vocational Program Management. Last but certainly not least, AEC wishes to express its sincere appreciation to Dr. Joseph G. Freund, Associate State Superintendent, for his constant interest and encouragement throughout this study.

A special thanks is also extended to the Directors and staff members of the schools that participated in this project. The cooperation exhibited and thoughtful suggestions that were offered added significantly to the success of the project.

Staff members of Associated Educational Consultants, Inc., (AEC), involved in this study included: Dr. Dan K. Jacobs, Project Director; Dr. John G. Drugo, Director of Research and Evaluation; Dr. Ona Kay

Kinter, Director of Field Operations; and Mrs. Marti Kersten, Administrative Assistant. Technical consultation was furnished by Dr. Morgan V. Lewis, Senior Research Specialist of The National Center for Research in Vocational Education, The Ohio State University, and Dr. Carol Baker, Associate Director, Office of Evaluation and Measurement, University of Pittsburgh. Research assistance was provided by Dr. D. Frederick Cullen, Dr. Ruth Lungstrum and Mrs. Alice McKenna.

TABLE OF CONTENTS

		Page
	Acknowledgements	ii
	List of Tables	vii
	List of Charts	vii
	List of Figures	viii
CHAPTER I -	GUIDELINES FOR NON-INSTRUCTIONAL STAFFING	1-1
	Introduction	1-1
	Workload Quantifiers	1-2
	Workload Quantifiers for Administrative Staff	1-3
	Workload Quantifiers for Secretarial Staff	1-3
	Workload Quantifiers for Custodial Staff	1-4
	An Additional Workload Quantifier	1-4
	Regression Analysis	1-5
	Unduplicated Full-Time Day Enrollment - Best Predictor	1-6
	Major Determinant	1-8
	FTE Enrollment - Examined	1-8
	Allocation of Administrators and Other Non-Instructional Professional Personnel	1-10
	Allocation of Secretarial/Clerical/Accounting Personnel	1-16
	Allocation of Custodial/Maintenance/Security	1-20
CHAPTER II -	ORGANIZATIONAL CHARTS	2-1
CHAPTER III -	JOB PROFILES FOR ADMINISTRATORS AND NON-INSTRUCTIONAL PROFESSIONAL PERSONNEL	3-1
	Director	3-2
	Profile I	3-2
	Evaluation	3-5
	Profile II	3-6
	Position Description	3-9
	Assistant Director, Instruction	3-12
	Profile I	3-12
	Evaluation	3-16
	Profile II	3-17
	Position Description	3-18
	Assistant Director, Evening/Off Campus Programs	3-21
	Profile I	3-21
	Evaluation	3-23
	Profile II	3-23
	Position Description	3-25

TABLE OF CONTENTS
(Continued)

CHAPTER III - (Continued)		Page
Assistant Director, Student Services		3-29
Profile I		3-29
Evaluation		3-30
Profile II		3-31
Position Description		3-33
Business Administrator		3-37
Profile I		3-37
Profile II		3-37
Position Description		3-40
Position Description:	Coordinator of Off Campus Programs	3-43
Position Description:	Job Placement and Follow-Up Specialist	3-47
Position Description:	Admissions Coordinator/Registrar	3-50
Position Description:	Instructional Supervisor	3-54
Position Description:	Media Specialist	3-58
Position Description:	Recruiter/Information Specialist	3-61
Position Description:	Off Campus Specialist	3-64
Position Description:	Branch Campus Supervisor	3-67
Position Description:	Registrar/Financial Aid Coordinator	3-71
Position Description:	Special Needs Specialist	3-75
Position Description:	Coordinator of Staff Development	3-79
Position Description:	Recreation Director	3-82
Position Description:	Coordinator of Financial Aid	3-84
CHAPTER IV - JOB PROFILES FOR SECRETARIAL/CLERICAL/ACCOUNTING PERSONNEL		4-1
Position Description:	Executive Secretary	4-2
Position Description:	Business Office Manager	4-5
Position Description:	Bookstore Manager	4-8
Position Description:	Accounting/Purchasing Clerk	4-10
Position Description:	Secretary	4-13
Position Description:	Typist	4-16
Position Description:	Receptionist/Typist	4-19
Position Description:	Switchboard Operator	4-21
Position Description:	Clerk/Typist	4-23
CHAPTER V - JOB PROFILES FOR CUSTODIAL/MAINTENANCE/SECURITY STAFF		5-1
Position Description:	Manager of Custodial Service/ Maintenance and Security	5-3
Position Description:	Manager of Custodial Services	5-6
Position Description:	Manager of Maintenance	5-9
Position Description:	Maintenance Worker	5-12
Position Description:	Custodian	5-14

TABLE OF CONTENTS
(Continued)

CHAPTER V - (Continued)		Page
Position Description:	Light Duty Custodian	5-17
Position Description:	Groundskeeper	5-19
Position Description:	Security Guard	5-21
CHAPTER VI -	JOB PROFILES FOR TEACHER AIDES AND OTHER NON-INSTRUCTIONAL PERSONNEL	6-1
Position Description:	Teacher Aide/Instructional	6-2
Position Description:	Teacher Aide/Non-Instructional	6-4
Position Description:	Food Service Manager	6-6
Position Description:	Cook	6-9
Position Description:	Cafeteria Worker	6-11
Position Description:	Cashier/Cafeteria Worker	6-13
Position Description:	Houseparent	6-14
Position Description:	Laundry Worker	6-16

LIST OF TABLES

Table		Page
1.1	ADMINISTRATIVE AND NON-INSTRUCTIONAL PROFESSIONAL STAFF ALLOCATIONS	1-15
1.2	SECRETARIAL/CLERICAL/ACCOUNTING ALLOCATIONS	1-19
1.3	CUSTODIAL/MAINTENANCE ALLOCATIONS	1-22

LIST OF ORGANIZATIONAL CHARTS

Chart		Page
1	ATLANTA AREA VOCATIONAL-TECHNICAL SCHOOL	2-2
2	AUGUSTA AREA VOCATIONAL-TECHNICAL SCHOOL	2-3
3	DEKALB AREA VOCATIONAL-TECHNICAL SCHOOL	2-4
4	MACON AREA VOCATIONAL-TECHNICAL SCHOOL	2-5
5	COLUMBUS AREA VOCATIONAL-TECHNICAL SCHOOL	2-6
6	MARIETTA-COBB AREA VOCATIONAL-TECHNICAL SCHOOL	2-7
7	SAVANNAH AREA VOCATIONAL-TECHNICAL SCHOOL	2-8
8	ATHENS AREA VOCATIONAL-TECHNICAL SCHOOL	2-9
9	COOSA VALLEY AREA VOCATIONAL-TECHNICAL SCHOOL	2-10
10	ALBANY AREA VOCATIONAL-TECHNICAL SCHOOL	2-11
11	GRIFFIN-SPALDING COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL	2-12
12	VALDOSTA AREA VOCATIONAL-TECHNICAL SCHOOL	2-13
13	CARROLL COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL	2-14
14	WAYCROSS-WARE COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL	2-15
15	WALKER COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL	2-16
16	THOMAS AREA VOCATIONAL-TECHNICAL SCHOOL	2-17
17	LANIER AREA VOCATIONAL-TECHNICAL SCHOOL	2-18
18	BEN HILL-IRWIN AREA VOCATIONAL-TECHNICAL SCHOOL	2-19

LIST OF ORGANIZATIONAL CHARTS
(Continued)

Chart		Page
19	MOULTRIE AREA VOCATIONAL-TECHNICAL SCHOOL.....	2-20
20	PICKENS COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL.....	2-21
21	TROUP COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL.....	2-22
22	SWAINSBORO AREA VOCATIONAL-TECHNICAL SCHOOL.....	2-23
23	UPSON COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL.....	2-24
24	HOUSTON VOCATIONAL CENTER.....	2-25
25	DALTON JUNIOR COLLEGE.....	2-26
26	BRUNSWICK JUNIOR COLLEGE.....	2-27
27	BAINBRIDGE JUNIOR COLLEGE.....	2-28
28	NORTH GEORGIA VOCATIONAL-TECHNICAL SCHOOL.....	2-29
29	SOUTH GEORGIA VOCATIONAL-TECHNICAL SCHOOL.....	2-30

LIST OF FIGURES

Figure		Page
1	SCHOOL BUSINESS ADMINISTRATOR.....	3-39

CHAPTER I

GUIDELINES FOR NON-INSTRUCTIONAL STAFFING

Introduction

When one considers that the recommendations presented in this document have a direct impact on the employment of a large number of individuals, on the efficient offering of educational opportunities to Georgians, and on the expenditures of tax monies, careful consideration of many alternatives must take place. One basis for all decisions in this project was an intensive data collection process. The effort consisted of two AEC staff personnel spending two days at each institution (one day at each junior college) collecting extensive information concerning job functions from all administrators, secretaries and non-instructional staff. This data collection effort is presented in detail in the final project report. Great care was taken in analyzing the data in order to get a true picture of both the current staff responsibilities and the specific needs of each institution.

After completion of the data collection and analysis, the project emphasis moved toward the identification of an equitable system to allocate non-instructional staff to all schools under study.

In constructing a model for allocating non-instructional staff positions within the post-secondary vocational schools of Georgia, many avenues were explored. Initially, a literature review concerning non-instructional staffing was completed. It was anticipated that some previous effort in this area could serve as a guide for the Georgia model. However, the only group for which previous work of similar magnitude could be identified were the custodians and maintenance workers. A formula

known as the "factoring formula" was identified as a vehicle for allocating these staff positions. This formula takes into consideration such factors as the number of teaching stations, the number of teachers, the building capacity, the gross area of a building and the number of acres on the school site. A detailed explanation of this formula is presented later in this section.

Following the literature review, personal contacts with representatives of various agencies were made in an effort to identify some unpublished methodology for assigning non-instructional staff. Again, very little information was available. It became apparent that formulas do exist for identifying instructional staff size, however, no standardized workload quantifiers could be identified for assigning their non-instructional counterparts.

Workload Quantifiers

As part of the data collection process at each of the 29 post-secondary vocational institutions, each administrator was asked to rank in order of importance, eight possible quantifiers for allocating administrators/supervisors, secretarial/clerical/accounting personnel, and custodial/maintenance/security personnel, respectively. The quantifiers presented were:

- Student Enrollment
- FTE Enrollment
- Number of Instructors
- Number of Regular Programs Offered
- Number of Special Programs Offered (CETA, Quick-Start, etc.)
- Accreditation Status

- Size of Physical Plant and Grounds
- Size of Budget

Workload Quantifiers for Administrative Staff

The analysis of responses was presented separately for vocational directors and all other administrators. Of the eight quantifiers, the vocational directors, as well as all other administrators, chose "Student Enrollment" as the most significant quantifier in determining staffing needs for administrators/supervisors. The second highest prioritized quantifier for their first choice is the "Number of Regular Programs Offered." The third highest quantifier for their first choice was the "Number of Instructors." For their second choice, both the vocational directors and the administrators indicated the workload quantifier as the "Number of Instructors." Realizing that there is a high degree of correlation between the "Number of Instructors," and the "Number of Regular Programs Offered" and their highest choice, "Student Enrollment," it became quite clear that both the vocational directors and all other administrators correlate the size of student enrollment and administrative staffing needs.

Workload Quantifiers for Secretarial Staff

The quantifier most frequently reported by the directors and the other administrators as most important in determining the staffing needs of secretarial/clerical/accounting personnel was also "Student Enrollment." The second largest percentage of directors and other administrators ranked the quantifier "Number of Instructors" as most important. The directors and other administrators differed in their second choice with the directors indicating "Number of Instructors" and the other administrators indicating "Number of Regular Programs Offered."

Workload Quantifiers for Custodial Staff

An examination of the data concerning custodial/maintenance/security staff needs shows a prevalent opinion that "Size of Physical Plant and Grounds" is the most important factor in determining the number of individuals needed. This was supported by 72% of each group.

An Additional Workload Quantifier

As part of the interview schedule for administrators at North and South Georgia Vocational-Technical Schools, a ninth quantifier was added. This supplemental quantifier "Unique Residential Institution" was included at the suggestion of some of the administrators. The administrators at these two schools also rated the quantifiers for an additional group, Residential Operations Staff.

In judging the staffing needs for administrators, both North and South Georgia Vocational-Technical Schools concurred that "Student Enrollment" was by far the most important factor to be considered. "Student Enrollment" was indeed the overwhelmingly important quantifier when judging the staffing needs of secretarial/clerical personnel.

When reviewing the responses of all schools other than North and South Georgia Vocational-Technical School, the "Size of Physical Plant and Grounds" was the only quantifier mentioned for custodial/maintenance and security staff.

The State vocational-technical schools did agree with this response, but they also cited "Unique Residential Institution" as a second factor in judging staffing needs at their institutions.

Although Residential Operations Staff was not ranked by other administrators interviewed, the respondents from North and South Georgia Vocational Technical Schools gave "Unique Residential Institution" and "Student Enrollment" as their first and second priorities.

Regression Analysis

Following these efforts to capitalize on the past experiences of others and to collect information concerning the opinions of those individuals most familiar with the schools, a more empirical approach was undertaken.

This empirical approach consisted of a regression analysis focusing on two separate criterion measures for administrative and secretarial positions. Because various schools supplement the present staffing patterns by various means, both state allocated positions and the total number of positions had to be studied. In examining how this is being done, it was noted that either local financial support is being provided, teachers are being used as administrators, or some outside grant funding has been made available. The extra secretarial positions were most often being funded through CETA or local funding sources.

Four separate regression equations were constructed and analyzed to determine the relative influence of different types of enrollment on the number of non-instructional staff. Using the 1979-80 fiscal year as a base, enrollment was defined in three ways. These independent variables included total unduplicated full-time day enrollment, part-time enrollment and short-term enrollment.

The rationale for performing this type of analysis was to get some measure of the staff needed to serve various increases in enrollment. It is recognized that the number of staff members does not automatically adjust to changes in enrollment. Therefore, as mentioned above, separate equations were constructed for the prediction of state allocated and total available positions at each institution. This procedure allows for some comparison of type of enrollment (unduplicated full-time day, part-time or short-term) has the most influence on the number of staff in terms of state allocation or total positions presently available.

Separate analyses were completed for administrative and clerical staff, for the number of state authorized staff, and for the total number of staff - both state and locally funded. The composite analyses indicated that unduplicated full-time day enrollment had the most relevance to the number of staff. The single one-to-one correlations of number of staff and unduplicated full-time day enrollment were nearly as high as the multiple correlation which included part-time, unduplicated full-time day and short-term.

Unduplicated Full-Time Day Enrollment - Best Predictor

In predicting the state allocated administrative positions from the enrollment measures, it was noted that unduplicated full-time day enrollment accounted for 87% of the variance while the other two variables did not add significantly to the prediction. Likewise, in predicting total administrative staff from the enrollment variable, the unduplicated full-time day totals accounted for 75% of the variance. The other two measures again accounted for insignificant increases. The part-time totals seemed to be too small and lacked the variable

necessary to offer much to the overall prediction. The predictive impact of the short-term totals was minimized somewhat by the by the intensity of its correlation with the unduplicated full-time day totals (.84).

Utilizing the information provided by the regression analysis, basic cut-offs were then calculated. In keeping with the present state allocation policy, it was determined that six administrative and/or other non-instructional professional staff positions are generally required to open a school. Using this as a base, and using the regression equation for total administrative staff, it was determined that one administrator should be added to this base of six for every increase of 125 unduplicated full-time day students. When predicting from the present state allocated totals, a new administrator should be added for every increase of 225 unduplicated full-time day students. In order to provide the best fit between these two ratios, an average of one new administrator for an increase of 175 unduplicated full-time day students proved to be most appropriate.

In predicting the state allocated and total secretarial positions from the enrollment measures, it was noted again that unduplicated full-time day enrollment accounted for the most significant amount of variance. For the state allocated measure unduplicated full-time day enrollment accounted for 76% of the variance. Whereas, when predicting the total secretarial number this same independent variable accounted for 82% of the variation.

Using the above information and the same method of presentation as employed with the administrators, ratios were again computed. With this group it was determined that eight secretarial positions would be necessary for up to 600 students. After this point, additional staff would be added at the rate of one position for every 190 unduplicated full-time day students using the state allocation equation, and one position for every 90 unduplicated full-time day students using the total staff equation. Again in constructing the best fit between these two situations, an average of one additional staff member for every 140 unduplicated full-time day students proved to be most desirable.

Major Determinant

These analyses indicated that the major determinant of the number of staff members a center needs is its unduplicated full-time day enrollment. However, this is not to say that staffing should be based solely on unduplicated full-time day enrollment. Other factors must also be taken into consideration such as the number of short term enrollments and the number of different program areas. These factors will influence the number of forms that have to be processed, the records that have to be maintained, and the information requests received. Also affected by short-term enrollments and program areas is the ordering, inventory, and distribution of supplies. These are all time-consuming activities and not totally dependent on the total full-time enrollment.

FTE Enrollment - Examined

Before finalizing any overall decision formula, an examination of staffing patterns in relation to full-time equivalent (FTE) enrollment was completed. This figure (FTE) is defined by the Division of Vocational

State Planning and Operations, Office of Vocational Education, Georgia Department of Education, in the following manner:

1 FTE = 1248 student contact hours
(208 instructional days x 6 hours)

An FTE can be the result of one student attending class for six hours a day for 208 days or a combination of two or more students attending for a total of 1248 hours in a defined time period. In further discussions with the Division of Vocational State Planning and Operations personnel, it was learned that the FTE calculation was only recently reported to the schools and no historical data base is presently available. It was also noted that the FTE figures were less stable because of the influence of special intensive training programs.

It was decided that the basis for assigning staff to schools would be more justified if the information provided in the regression analysis was examined in conjunction with practical considerations. Using an unduplicated full-time day enrollment while, at the same time, considering the short-term emphasis of the school seemed most appropriate. These numbers actually demonstrate the number of individuals who require services rather than a calculated statistic that is probably a better indicator for determining the number of instructors needed. This can be clearly seen, given the example of two students: one enrolled for two quarters of the year and the other enrolled for a total four-quarter sequence. Although one is actually in the classroom half as long as the other, no determination can be made that the part-time student requires half as much administrative or secretarial support than the full-time student. In some instances, the part-time student may require even more assistance than the full-time student.

The above information is presented as a background for the allocation formulas that follow.

Allocation of Administrators and Other Non-instructional Professional Personnel

The allocation of administrative and other non-instructional professional staff requires a two-part decision process. The initial emphasis should be designed in a manner that would allow for a workable estimate of the number of administrators required to operate each institution. Once this estimate has been determined, then some indication of the functions that need to be served must be highlighted.

In order to satisfy the first requirement, a straight-forward "add-on" formula has been constructed. This formula is based on five factors. These factors include the number of administrators required to operate any area vocational-technical school (Factor 1). Using the data collected in the study, it was determined that this base would equal 6 for the first 500 unduplicated full-time day students.

Factor 2 is defined as the addition of one administrator for every additional 175 unduplicated full-time day students.

Factor 3 of the formula would consist of each qualifying school being given a Business Administrator. In order to qualify, a school must have either 800 unduplicated full-time day enrollments or 400 day FTE.

Factor 4 would entitle those qualifying schools to one off-campus specialist. The criteria for receiving this position is a total short-term enrollment of 3000.

Finally, Factor 5 would provide a branch supervisor for those institutions with a branch campus.

The actual formula in terms of these five factors is as follows:

Factor 1 - Base number of administrators (6 for all area voc.-tech.schools)	6	Line 1
Factor 2 - Add one administrator for every additional 175 unduplicated full-time day enrollment over 500	____	Line 2
Factor 3 - Add one administrator for every school with more than 800 unduplicated full-time day enrollment or 400 day FTE	____	Line 3
Factor 4 - Add one administrator for short-term enrollment over 3000 students	____	Line 4
Factor 5 - Add one administrator for branch campus	____	Line 5
Total Administrative Staff (Add Lines 1 - 5)	____	Line 6

This formula was used to identify the total number of administrative staff recommended for each area vocational-technical school. Enrollment figures that were used for these estimates were the totals provided for FY 1979-80 by the Division of Vocational State Planning and Operations, Office of Vocational Education, Georgia Department of Education.

The determination of which positions and the rationale for various positions is as follows:

The base number of six administrative positions would include the following job titles:

- Director
- Assistant Director for Instruction
- Assistant Director for Evening and Off-Campus
- Assistant Director for Student Services
- Off-Campus Coordinator
- Placement and Follow-up Specialist

The additional administrators provided for under Factor 2 were assigned according to the following priorities:

- Admissions Coordinator/Registrar
- Instructional Supervisor
- Media Specialist
- Recruiter/Information Specialist
- Special Needs Specialist
- Registrar/Financial Aid Coordinator
- Coordinator Staff Development
- Coordinator Financial Aid

The instructional supervisors were assigned in a manner that each would be responsible for no more than 40 full-time instructors. The actual ratio was targeted for one instructional supervisor per 35 full-time faculty.

An example of the implementation of the administrator allocation formula is as follows:

> School X, FY 1979-80 had a total of 76 full-time instructors; operated one branch campus; had an unduplicated full-time day enrollment of 1514 students; and a short-term enrollment of 2580 students.

The calculation of administrators for this school would be as follows:

Factor 1 - Base number of administrators (6 for all area voc. tech. schools)	6	Line 1
Factor 2 - Add one administrator for every additional 175 unduplicated full-time day enrollment over 500		
1514 - 500 = 1014/175 = 6	6	Line 2
Factor 3 - Add one administrator for every school with more than 800 unduplicated full-time day enrollment or 400 day FTE	1	Line 3
Factor 4 - Add one administrator for short-term enrollment over 3000 students	0	Line 4
Factor 5 - Add one administrator for branch campus	1	Line 5
Total Administrative Staff	14	Line 6

The data for this school, as can be seen, allows for the base of six administrators with six additional administrators added for the size of the unduplicated full-time day enrollment; the addition of a Business Administrator since unduplicated full-time day enrollment exceeds 800; and another administrator because of the existence of a branch campus. The criteria for Factor 4 was not met since the total short-term enrollment of 2580 is less than the 3000 standard.

The actual 14 administrator and/or non-instructional professional staff positions allocated to this institution are as follows:

- Director
- Assistant Director for Instruction
- Assistant Director for Evening, Off-Campus Programs
- Assistant Director for Student Services

- Business Administrator
- Instructional Supervisor (2)
- Branch Campus Supervisor
- Media Specialist
- Coordinator Off-Campus Programs
- Admissions Coordinator/Registrar
- Job Placement and Follow-up Specialist
- Special Needs Specialist
- Recruiter/Information Specialist

The allocation of administrative and non-instructional professional staff at North and South Georgia Vocational-Technical Schools was handled in a similar fashion with one slight change in the overall formula. Given the residential status at these institutions, it was determined that the pivotal number for Factor 2 should be changed from one administrator for every 175 students over 500 to the ratio of one new administrator for every 105 unduplicated full-time day students over 500.

The allocations recommended for Houston Vocational Center and the three junior colleges were based primarily on the observations made during the field site visits. These recommendations attempted to account for the fact that these institutions are not independent entities.

Using the procedures described above the administrative and non-instructional professional positions presented in Table 1.1 are recommended for each school under study.

TABLE 1.1 Administrative and Non-Instructional Professional Staff Allocations

SCHOOL	ADMINISTRATOR & NON-INSTRUCTIONAL PROFESSIONAL STAFF	DIRECTOR	ASSISTANT DIRECTOR FOR INSTRUCTION	ASSISTANT DIRECTOR FOR EVENING & OFF CAMPUS PROGRAMS	ASSISTANT DIRECTOR FOR STUDENT SERVICES	BUSINESS ADMINISTRATOR	OFF CAMPUS COORDINATOR	JOB PLACEMENT AND FOLLOW-UP SPECIALIST	ADMISSIONS COORDINATOR/REGISTRAR	INSTRUCTIONAL SUPERVISOR	MEDIA SPECIALIST	RECRUITER/INFORMATION SPECIALIST	OFF CAMPUS SPECIALIST	BRANCH CAMPUS SUPERVISOR	REGISTRAR/FINANCIAL AID COORDINATOR	SPECIAL NEEDS SPECIALIST	COORDINATOR OF STAFF DEVELOPMENT	RECREATION DIRECTOR	PURCHASING SPECIALIST	COORDINATOR OF FINANCIAL AID
CLASS 1 - 2,000 PLUS																				
Atlanta Area Vocational-Technical School	1	1	1	1	1	1	2	2	4	1	1	1	1	1	1					1
Augusta Area Vocational-Technical School	1	1	1	1	1	1	2	1	3	1	1	1	1	1	1	1				
Dekalb Area Vocational-Technical School	1	1	1	1	1	1	2	1	2	1	1	1		1	1	1				
CLASS 2 - 1,000 - 1,999																				
Macon Area Vocational-Technical School	1	1	1	1	1	1	1	1	2	1	1	1			1					
Columbus Area Vocational-Technical School	1	1	1	1	1	1	1	1	2	1	1		1		1					
Marietta-Cobb Area Vocational-Technical School	1	1	1	1	1	1	1	1	2	1	1	1								
Savannah Area Vocational-Technical School	1	1	1	1	1	1	1	1	2	1	1									
Athens Area Vocational-Technical School	1	1	1	1	1	1	1	1	2	1	1	1								
Coosa Valley Area Vocational-Technical School	1	1	1	1	1	1	1	1	2	1										
CLASS 3 - 650 - 999																				
Albany Area Vocational-Technical School	1	1	1	1	1	1	1	1	2											
Griffin-Spalding County Area Vocational-Technical School	1	1	1	1	1	1	1	1	1											
Valdosta Area Vocational-Technical School	1	1	1	1	1	1	1	1	1											
Carroll County Area Vocational-Technical School	1	1	1	1	1	1	1	1	1											
Waycross-Ware County Area Vocational-Technical School	1	1	1	1	A	1	1	1												
Walker County Area Vocational-Technical School	1	1	1	1	A	1	1	1												
Thomas Area Vocational-Technical School	1	1	1	1	A	1	1	1						1						
CLASS 4 - 649 & LESS																				
Lanier Area Vocational-Technical School	1	1	1	1	A	1	1	1												
Ben Hill-Irwin Area Vocational-Technical School	1	1	1	1	A	1	1	1												
Moultrie Area Vocational-Technical School	1	1	1	1	A	1	1	1												
Pickens County Area Vocational-Technical School	1	1	1	1	A	1	1	1												
Troup County Area Vocational-Technical School	1	1	1	1	A	1	1													
Swainsboro Area Vocational-Technical School	1	1	1	1	A	1	1													
Upson County Area Vocational-Technical School	1	1	1	1	A	1	1													
Royston Vocational Center		1		1	A		1													
CLASS 5 - JUNIOR COLLEGES																				
Dalton Junior College	1								1				1							
Brunswick Junior College	1								1				1							
Bainbridge Junior College	1								1											
CLASS 6 - STATE OPERATED																				
North Georgia Vocational-Technical School	1	1		1	1	1	1	1	2	1					1			1	1	
South Georgia Vocational-Technical School	1	1		1	1	1	1	1	1	1								1	1	

A: Business Office Manager

Allocation of Secretarial/Clerical/Accounting Personnel

The allocation of secretarial/clerical/accounting staff per institution was generated in a similar fashion to the formula used by administrators. In this case, however, the "add-on" formula was based on three factors. The first factor was the number of secretarial/clerical/accounting staff required to operate any area vocational-technical school (Factor 1). Using the data collected in the study it was determined that this base should equal 8 for the first 600 unduplicated full-time day students.

Factor 2 in determining secretarial staff needs is that one new staff member should be added for every additional 140 unduplicated full-time day enrollment over 600.

Factor 3 of the formula allows for one additional secretarial staff member for short-term enrollment over 5000.

The actual formula in terms of these three factors is as follows:

Factor 1 - Base number of secretaries (8 for all area voc.-tech. schools)	8	Line 1
Factor 2 - Add one secretary for every additional 140 unduplicated full-time day enrollment over 600	_____	Line 2
Factor 3 - Add one secretary for short-term enrollment over 5000	_____	Line 3
Total Secretaries (Add Lines 1 - 3)	_____	Line 4

This formula was used to identify the total number of secretarial/clerical/accounting staff recommended for each area vocational-technical school. The enrollment figures that were used for these estimates were the totals provided for FY 1979-80 by the Division of Vocational State Planning and Operations, Office of Vocational Education, Georgia Department of Education.

An example of the implementation of the secretarial allocation formula is as follows:

> School X, FY 1979-80 operated a branch campus; had an unduplicated full-time day enrollment of 1514 students; and a short-term enrollment of 2580 students.

The calculation of secretarial staff for this school would be as follows:

Factor 1 - Base number of secretaries (8 for all area voc.-tech.schools)	8	Line 1
Factor 2 - Add one secretary for every additional 140 unduplicated full-time day enrollment over 600		
1514 - 600 = 914/140 = 7	7	Line 2
Factor 3 - Add one secretary for short-term enrollment over 5000	0	Line 3
Total Secretaries	15	Line 4

The data for this school allows for the base of 8 secretarial staff members with 7 additional positions added given the size of the unduplicated full-time day enrollment. The criteria for Factor 3 was not met since the total short-term enrollment of 2580 is less than the 5000 standard.

The actual secretarial/clerical/accounting positions allocated are as follows:

- Executive Secretary
- Secretaries (5)
- Accounting/Purchasing Clerk
- Typists (7)
- Receptionist

The apportionment of secretarial/clerical/accounting staff at North and South Georgia Vocational-Technical Schools was allocated in the same manner as secretaries at the area vocational-technical schools. The allocations for secretaries and administrators at Houston Vocational Center and the three junior colleges, were primarily based on observations made during the field site visits.

Using the procedures described above, the secretarial, clerical and accounting positions presented in Table 1.2 are recommended for each school under study. The actual job titles and areas of responsibility are presented in the organizational charts described in Chapter II.

TABLE 1.2

Secretarial/Clerical/Accounting Allocations

SCHOOLS	POSITIONS ALLOCATED
CLASS 1 - 2,000 PLUS	
Atlanta Area Vocational-Technical School	27
Augusta Area Vocational-Technical School	22
Dekalb Area Vocational-Technical School	18
CLASS 2 - 1,000 - 1,999	
Macon Area Vocational-Technical School	14
Columbus Area Vocational-Technical School	15
Marietta-Cobb Area Vocational-Technical Sch	14
Savannah Area Vocational-Technical School	13
Athens Area Vocational-Technical School	13
Coosa Valley Area Vocational-Technical Sch.	11
CLASS 3 - 650 - 999	
Albany Area Vocational-Technical School	11
Griffin-Spalding County Area Voc-Tech	10
Valdosta Area Vocational-Technical Sch.	9
Carroll County Area Vocational-Technical School	9
Waycross-Ware County Area Voc-Tech	9
Walker County Area Vocational-Technical Sch.	8
Thomas Area Vocational-Technical School	9
CLASS 4 - 649 & LESS	
Lanier Area Vocational-Technical School	8
Ben Hill-Irwin Area Vocational-Technical Sch.	8
Moultrie Area Vocational-Technical School	8
Pickens County Area Voc-Tech School	8
Troup County Area Vocational-Technical School	8
Swainsboro Area Vocational-Technical School	8
Upson County Area Vocational-Technical School	8
Houston Vocational Center	3
CLASS 5 - JR. COLLEGES	
Dalton Junior College	3
Brunswick Junior College	3
Bainbridge Junior College	2
CLASS 6 - STATE OPERATED	
North Georgia Technical & Vocational School	12
South Georgia Technical & Vocational School	10

Allocation of Custodial/Maintenance/Security

The allocation of custodial and maintenance staff was calculated using the "factoring formula[1]." This formula which considers the number of teaching stations, the number of teachers, the building capacity, the gross area of each building and the number of acres comprising the school site is presented below:

Factor 1 - Number of teaching stations divided by 11	_____	Line 1
Factor 2 - Number of teachers divided by 8	_____	Line 2
Factor 3 - Building capacity divided by 225	_____	Line 3
Factor 4 - Gross area of building divided by 15,000	_____	Line 4
Factor 5 - Area of site in numbered acres which need to be maintained divided by 2	_____	Line 5
Factorial Sum (Add Lines 1-5)	_____	Line 6
Total Custodial/Maintenance/ Security Divide Factorial Sum by 5	_____	Line 7

An example of the implementation of the factoring formula for allocation of custodial and maintenance staff is as follows:

> School X has a total of 70 classrooms and labs; a capacity of 1100 students; 81 full-time teachers; 164,300 sq. ft. of building space and 5.6 acres.

[1]Castaldi, Basil. Educational Facilities Planning, Remodeling, and Management. Boston, MA: Allyn and Bacon Inc, 1977, p.358.

The calculation of the factor formula for this school would be as follows:

Factor 1 -	Number of teaching stations divided by 11		
	70/11 = 6.36	6.36	Line 1
Factor 2 -	Number of teachers divided by 8		
	81/8 = 10.13	10.13	Line 2
Factor 3 -	Building capacity divided by 225		
	1100/225 = 4.89	4.89	Line 3
Factor 4 -	Gross area of building divided by 15,000		
	164,300/15,000 = 10.95	10.95	Line 4
Factor 5 -	Area of site in number of acres which need to be maintained, divided by 2		
	5.6/2 = 2.80	2.80	Line 5
	Factorial Sum	35.13	Line 6
	Total Custodial/Maintenance/Security	7	Line 7

The data for this school would thus indicate the need for seven custodial and/or maintenance staff positions.

Using this allocation procedure the number of full-time custodial and maintenance positions recommended for each of the area vocational-technical schools, and North and South Georgia Vocational-Technical Schools are presented in Table 1.3. Because of the sharing of facilities that take place at Houston Vocational Center and the three junior colleges, their present custodial/maintenance plan should remain in effect.

TABLE 1.3

Custodial/Maintenance Allocations

SCHOOLS	POSITIONS ALLOCATED
CLASS 1 - 2,000 PLUS	
Atlanta Area Vocational-Technical School	19
Augusta Area Vocational-Technical School	19
Dekalb Area Vocational-Technical School	7
CLASS 2 - 1,000 - 1,999	
Macon Area Vocational-Technical School	14
Columbus Area Vocational-Technical School	10
Marietta-Cobb Area Vocational-Technical Sch.	5
Savannah Area Vocational-Technical School	10
Athens Area Vocational-Technical School	10
Coosa Valley Area Vocational-Technical Sch.	6
CLASS 3 - 650 - 999	
Albany Area Vocational-Technical School	10
Griffin-Spalding County Area Voc-Tech	4
Valdosta Area Vocational-Technical Sch.	5
Carroll County Area Vocational-Technical School	6
Waycross-Ware County Area Voc-Tech	5
Walker County Area Vocational-Technical Sch.	6
Thomas Area Vocational-Technical School	5
CLASS 4 - 649 & LESS	
Lanier Area Vocational-Technical School	6
Ben Hill-Irwin Area Vocational-Technical Sch.	5
Moultrie Area Vocational-Technical School	3
Pickens County Area Voc-Tech School	5
Troup County Area Vocational-Technical School	4
Swainsboro Area Vocational-Technical School	4
Upson County Area Vocational-Technical School	3
Houston Vocational Center	4
CLASS 5 - JR. COLLEGES	
Dalton Junior College	2
Brunswick Junior College	0
Bainbridge Junior College	0
CLASS 6 - STATE OPERATED	
North Georgia Technical & Vocational School	24
South Georgia Technical & Vocational School	24

The need for security guards at each institution is reliant on a number of local factors and it is therefore recommended at this time that these staff positions remain under their present operating plan.

Organizational charts which are built upon the allocation formulas explained above are presented in the following chapter.

CHAPTER II

ORGANIZATIONAL CHARTS

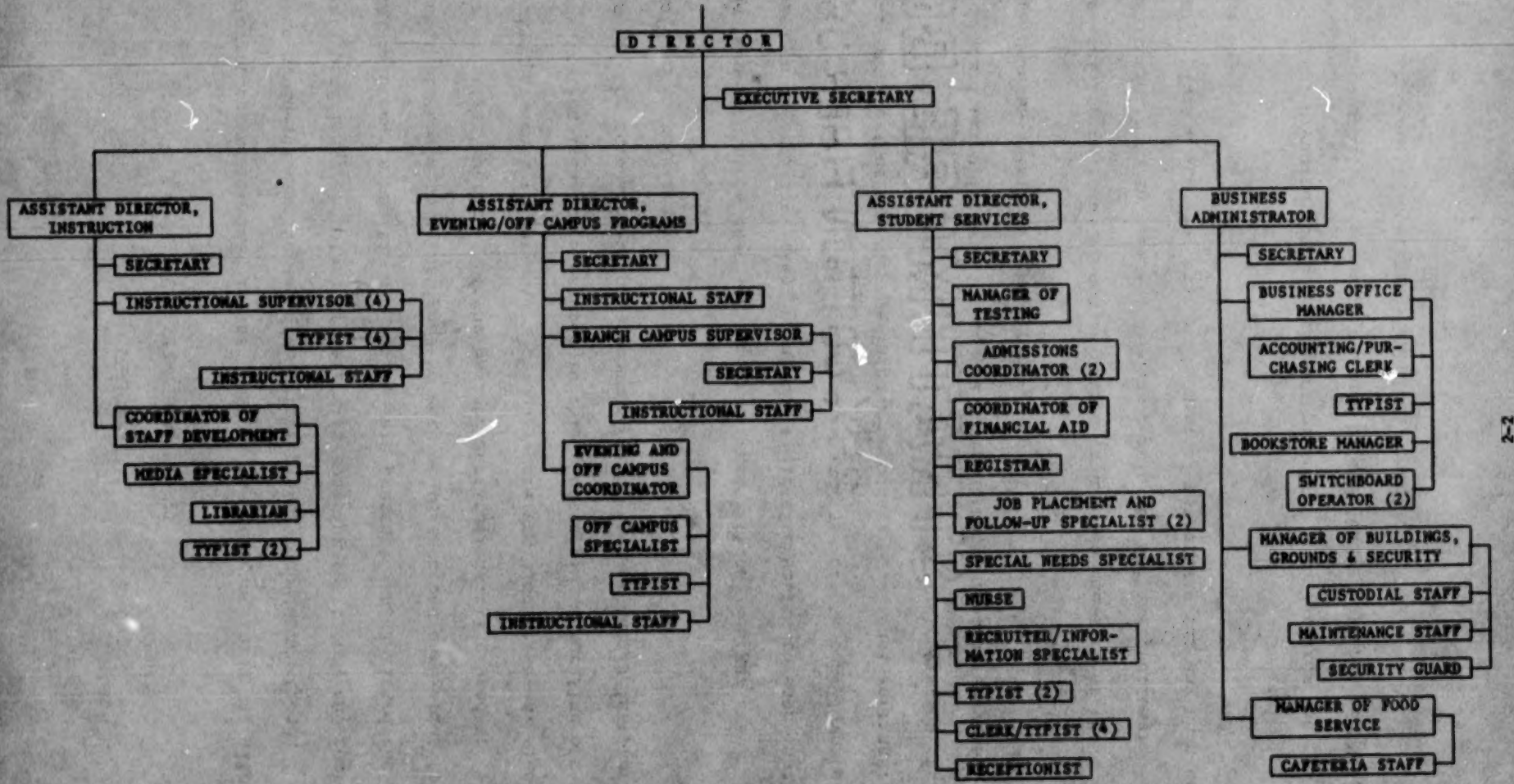
Information was provided in the previous chapter concerning the allocations of administrative and other professional, non-instructional staff positions, secretarial/clerical/accounting positions, and custodial/maintenance positions. Tables were presented which listed the number of people to be assigned in each of these broad categories for the efficient operation of the various institutions. The need to assign personnel to various functional areas was also reviewed. The organizational charts presented in this chapter give a detailed outline of the actual positions recommended for each of the 29 institutions analyzed in this study.

The recommendations that led to these organizational designs are based on observations made during the field site visits to each institution. Information was also provided by analysis of the task inventory data and previous experiences in post-secondary vocational settings. The allocated positions should allow for the efficient operation of each institution in relation to the instructional, student service, and business affairs of the schools.

The staffing patterns presented within considered the size of the institution both in terms of student population and instructional staff. This allows for easy refinement of patterns given any changes that occur in the future.

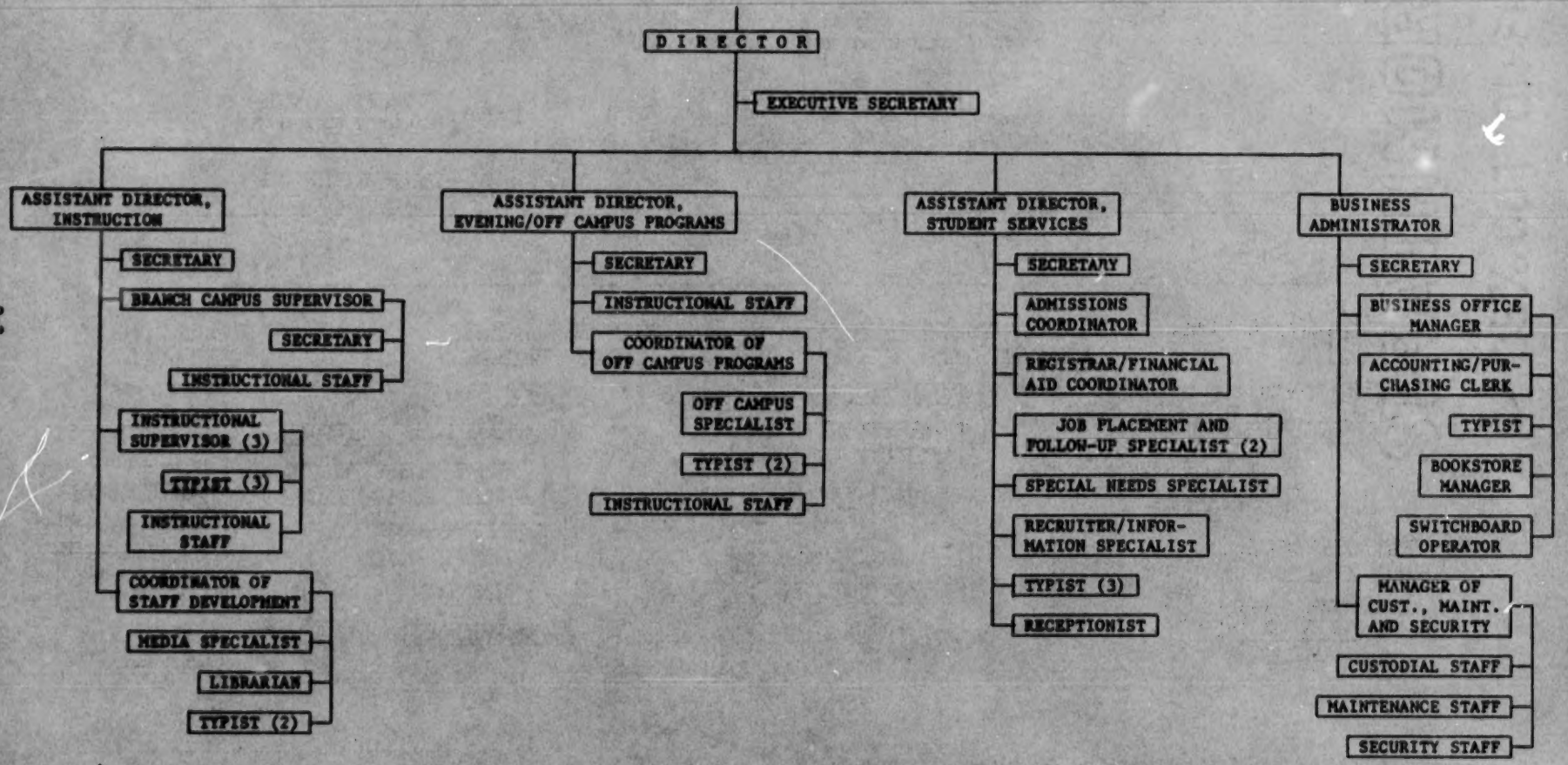
The actual organizational charts are presented in order from the largest to smallest schools, followed by the junior colleges and North and South Georgia Vocational-Technical Schools.

CHART 1
ATLANTA AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

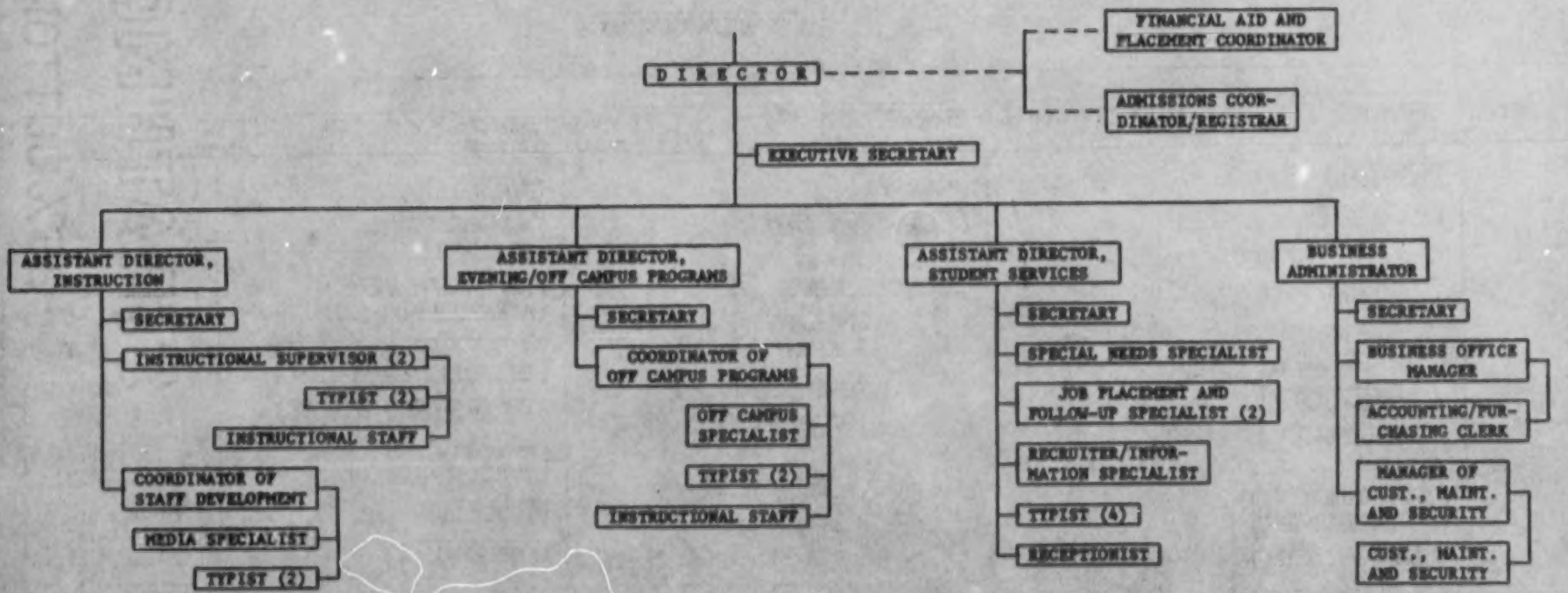
CHART 2
AUGUSTA AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

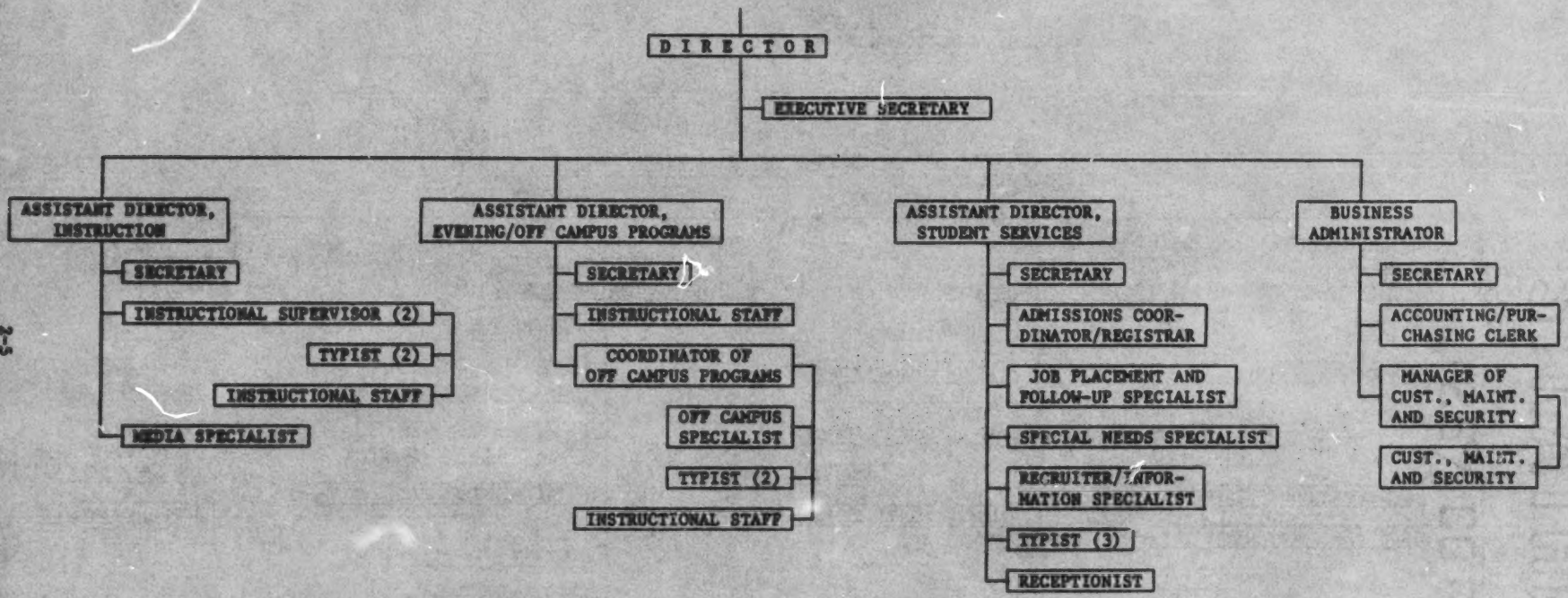
CHART 3

DEKALB AREA VOCATIONAL-TECHNICAL SCHOOL *



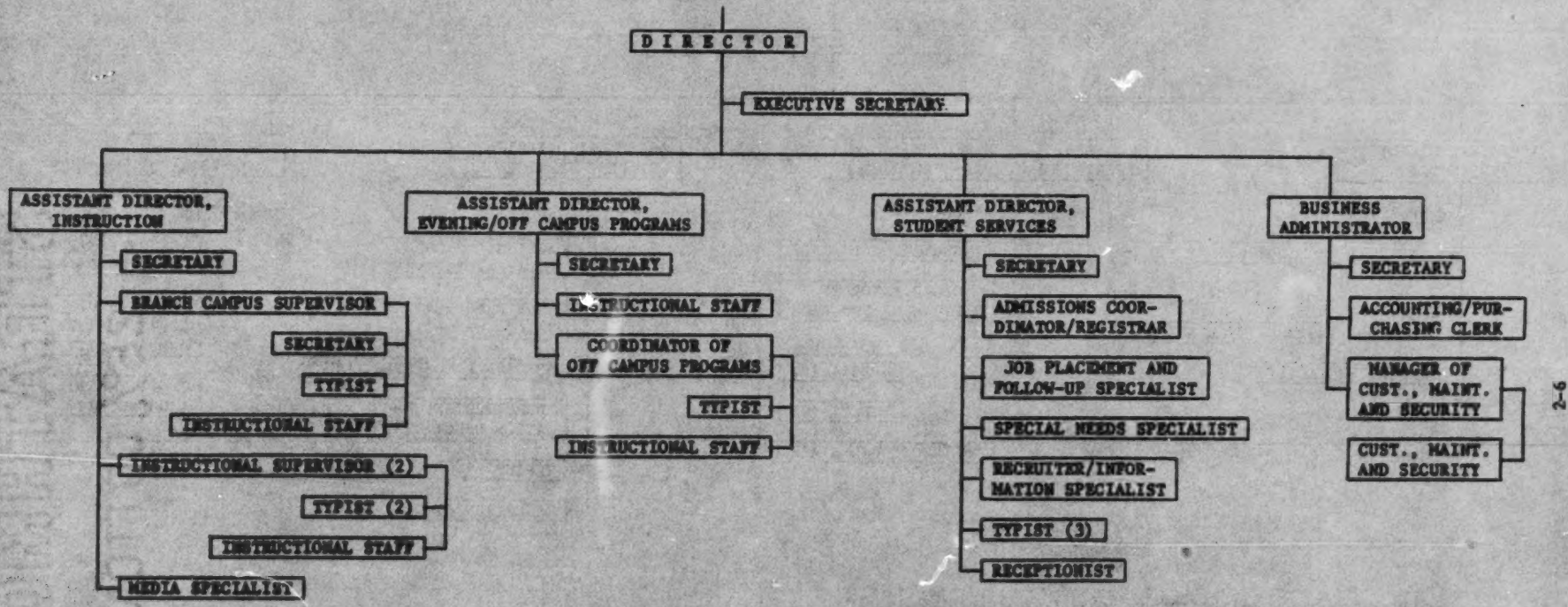
* Recommended by Associated Educational Consultants, July, 1981

CHART 4
MACON AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

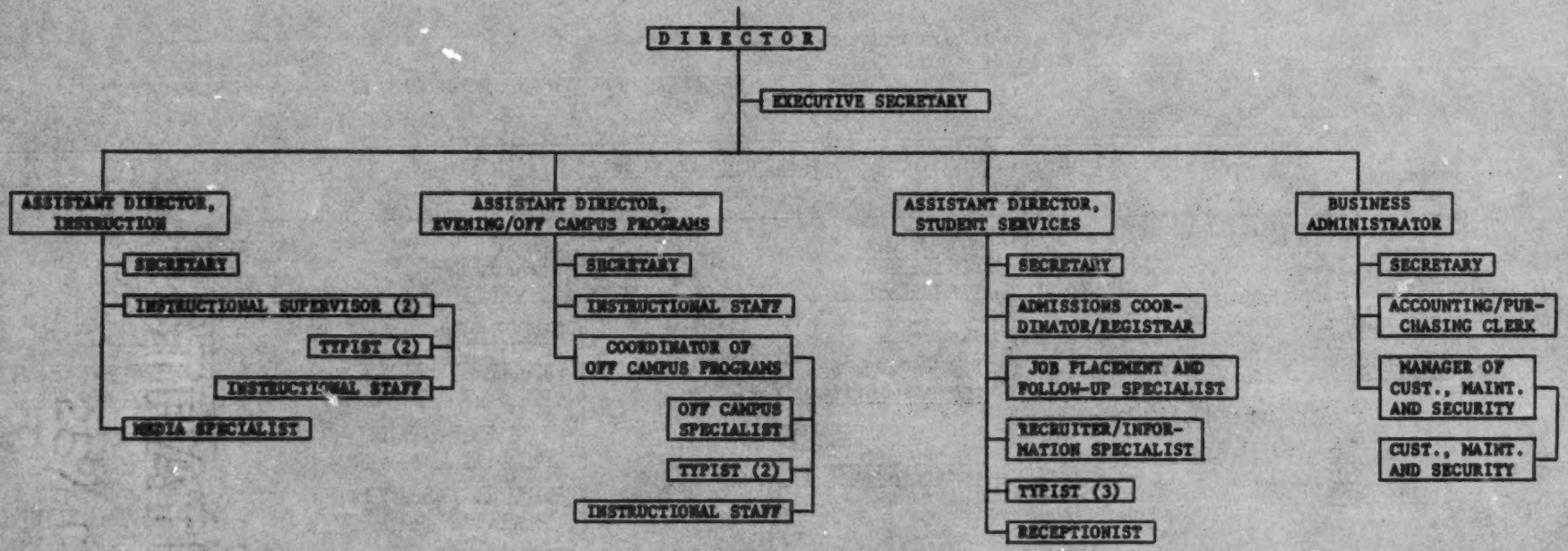
CHART 5
COLUMBUS AREA VOCATIONAL-TECHNICAL SCHOOL*



* Recommended by Associated Educational Consultants, July, 1981

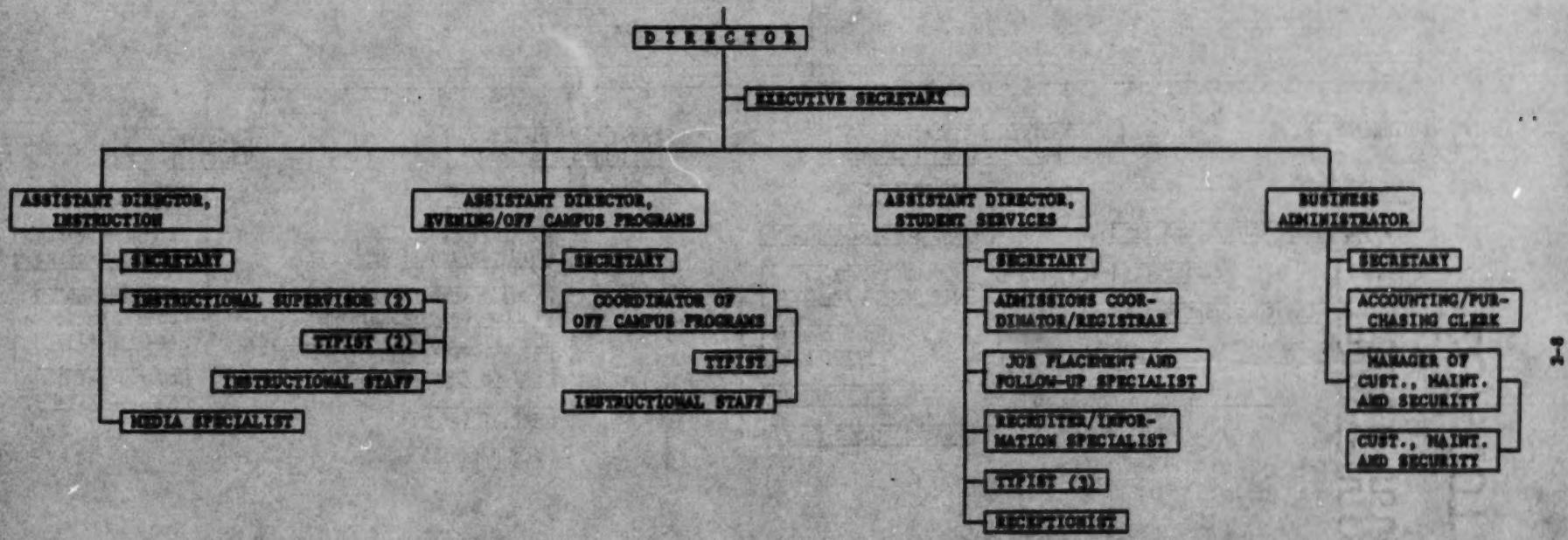
2-6

CHART 6
MARIETTA-COBB AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

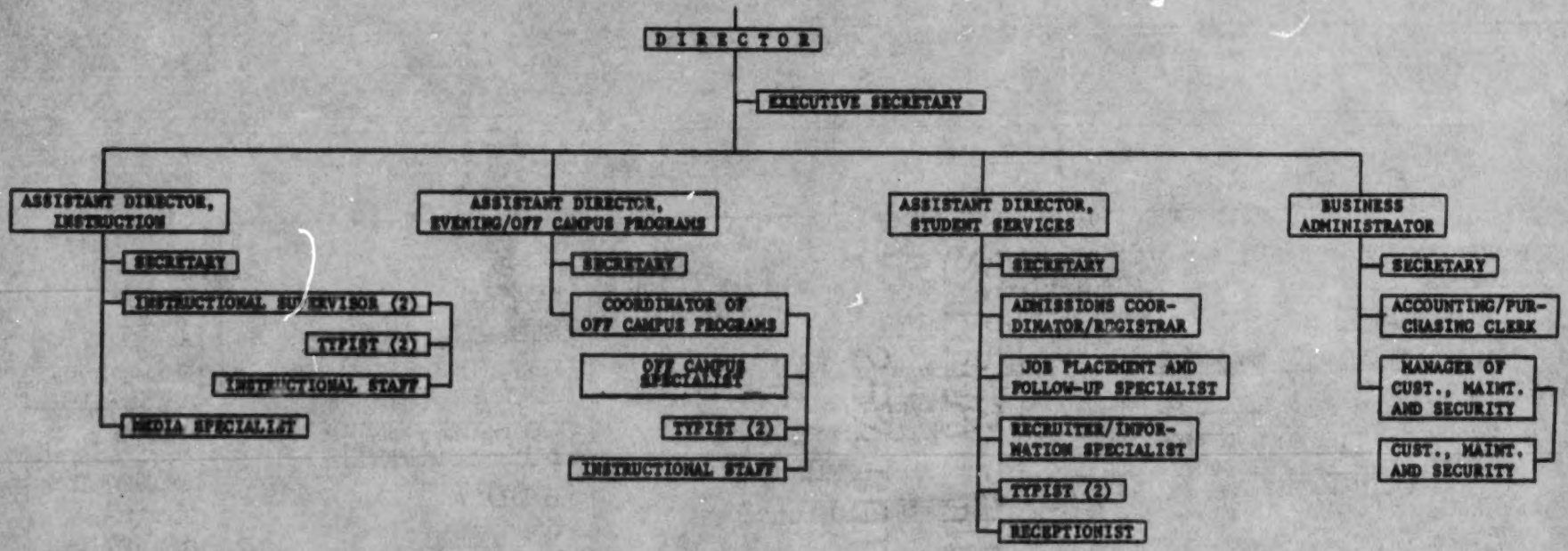
CHART 7
SAVANNAH AREA VOCATIONAL-TECHNICAL SCHOOL*



* Recommended by Associated Educational Consultants, July, 1981

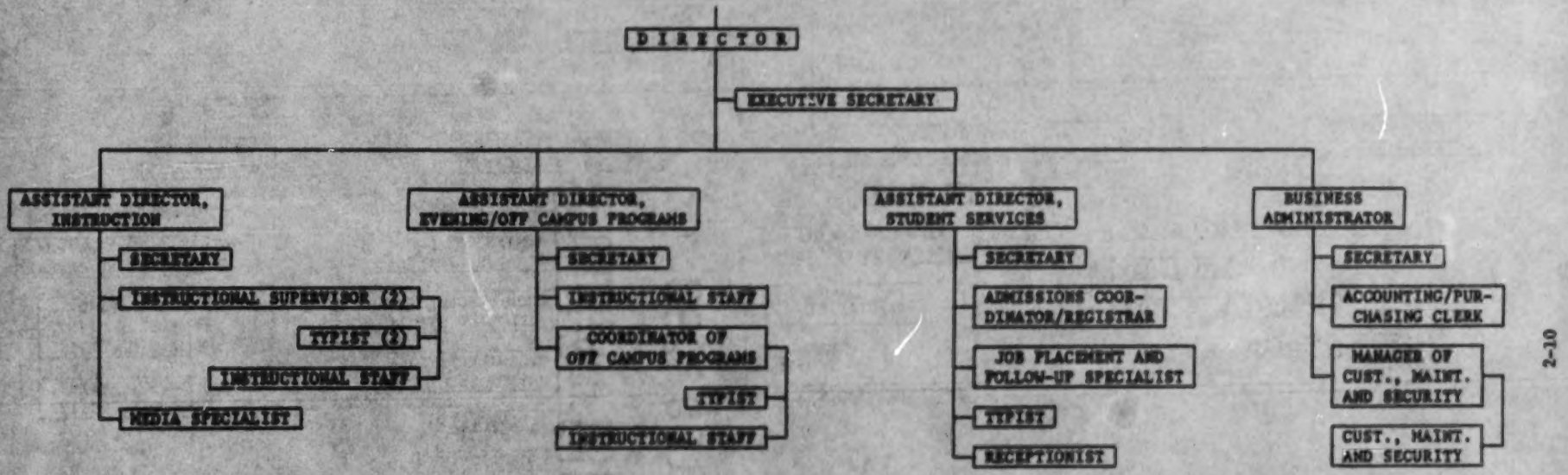
CHART 8

ATHENS AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

CHART 9
COOSA VALLEY AREA VOCATIONAL-TECHNICAL SCHOOL *

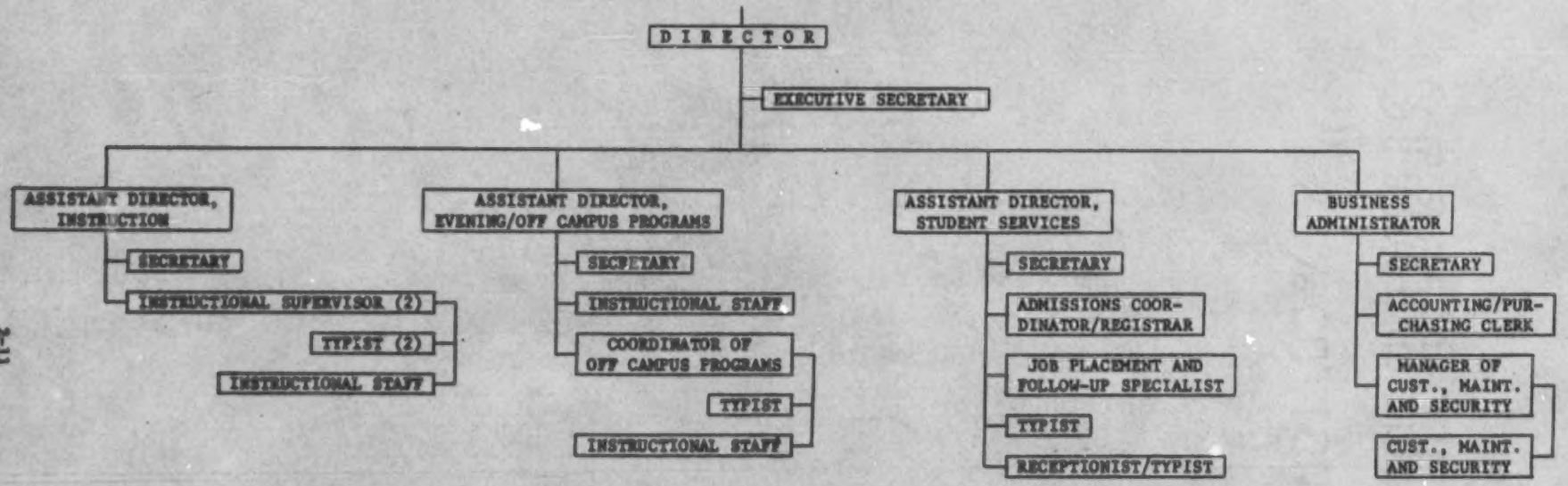


* Recommended by Associated Educational Consultants, July, 1981

2-10

CHART 10

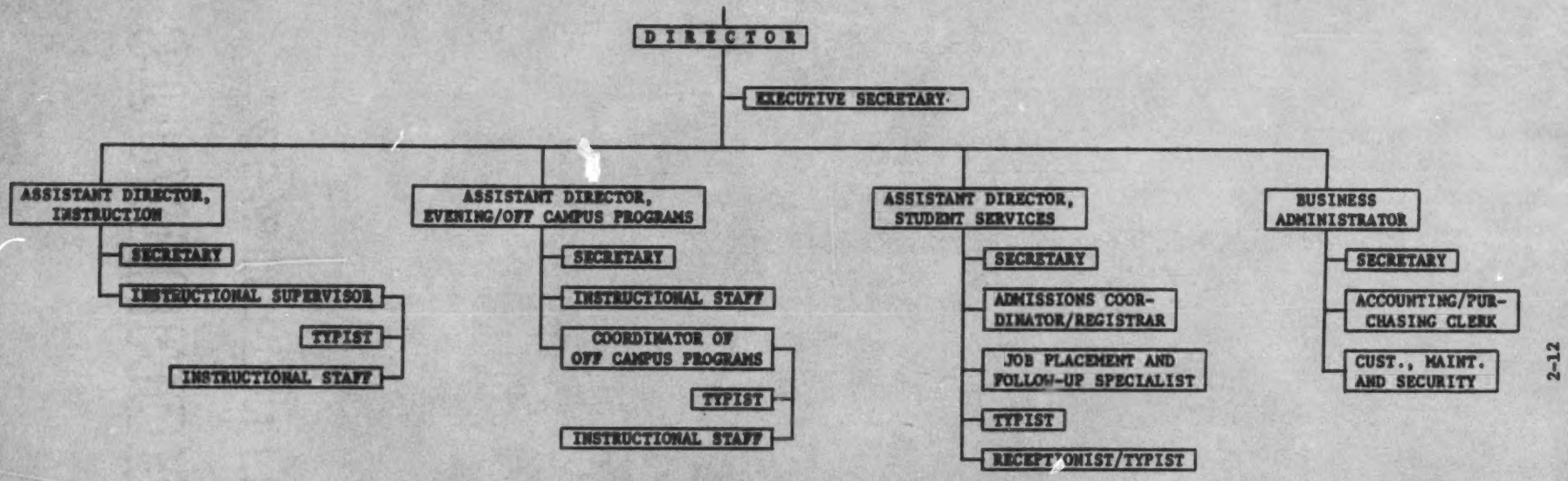
ALBANY AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

CHART 11

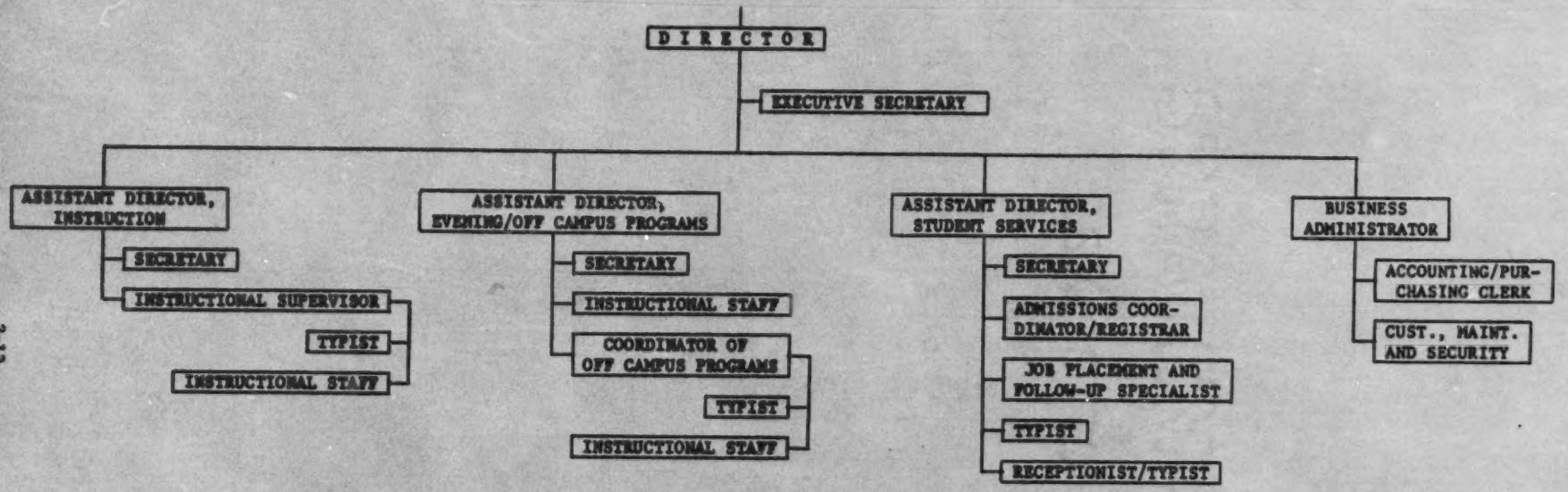
GRIFFIN-SPALDING COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL *



2-12

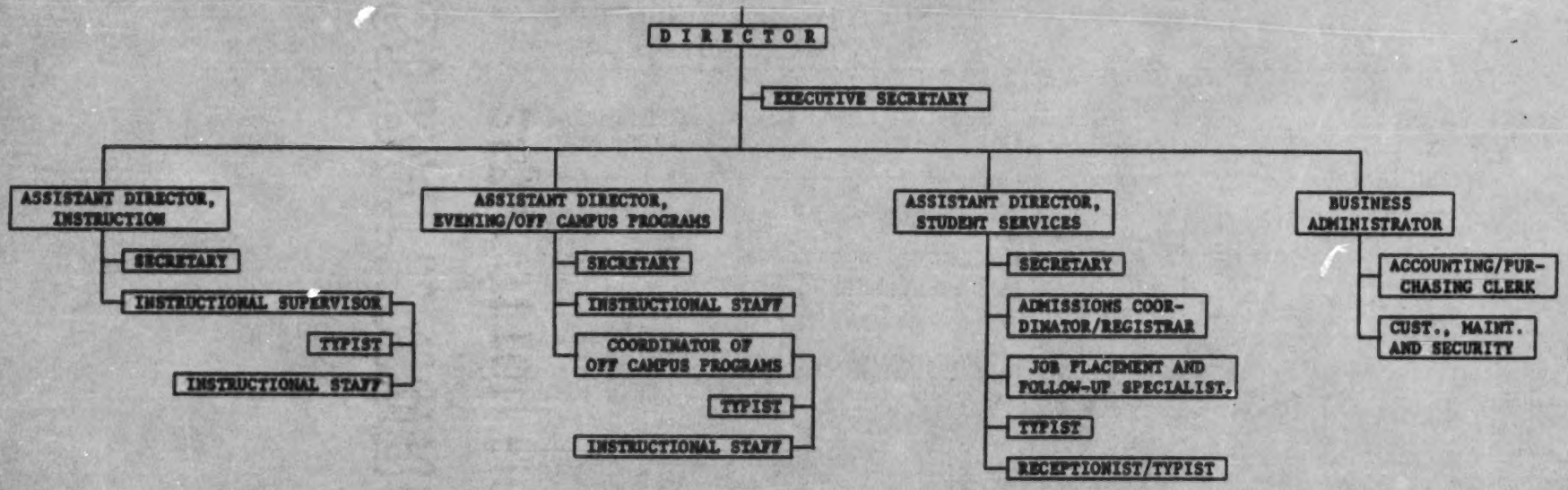
* Recommended by Associated Educational Consultants, July, 1981

CHART 12
VALDOSTA AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

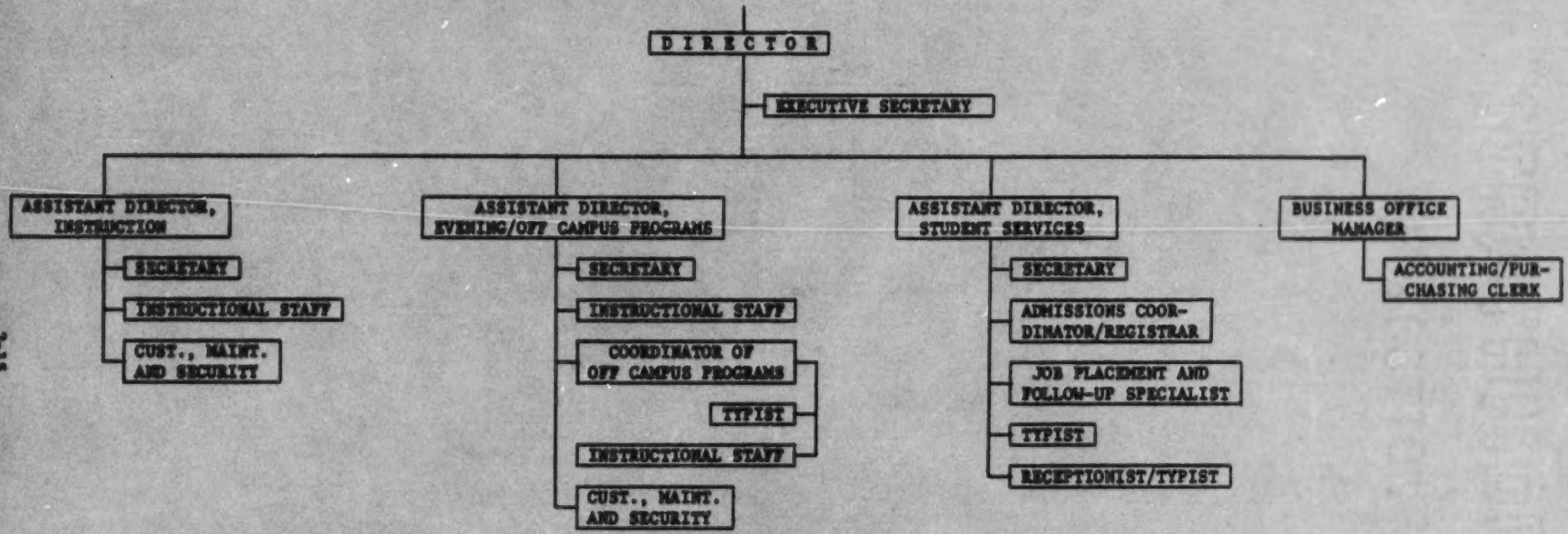
CHART 13
CARROLL COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL *



2-14

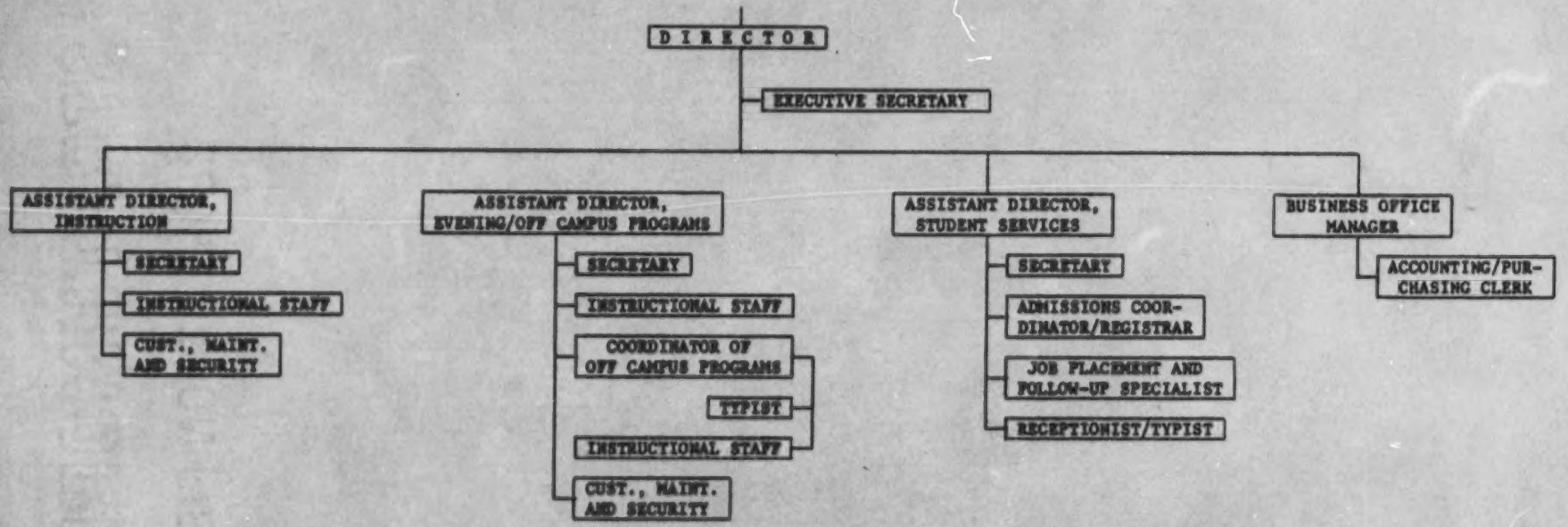
* Recommended by Associated Educational Consultants, July, 1981

CHART 14
WAYCROSS-WARE COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

CHART 15
WALKER COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL *

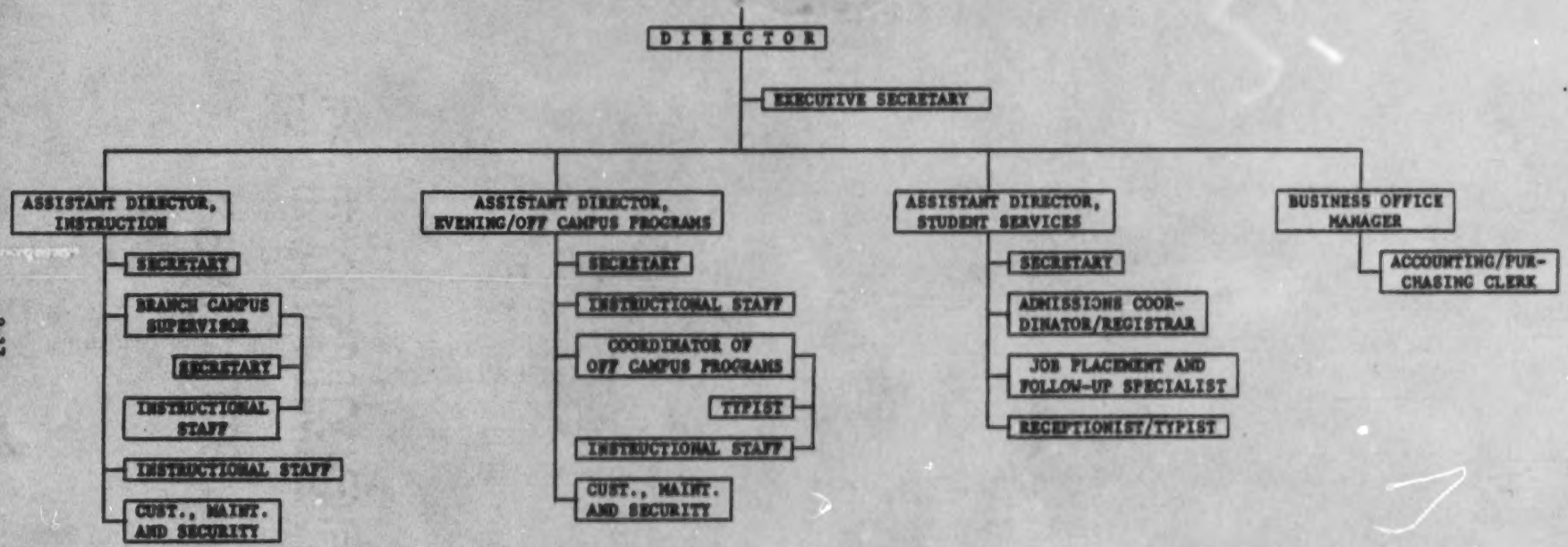


* Recommended by Associated Educational Consultants, July, 1981

2-16

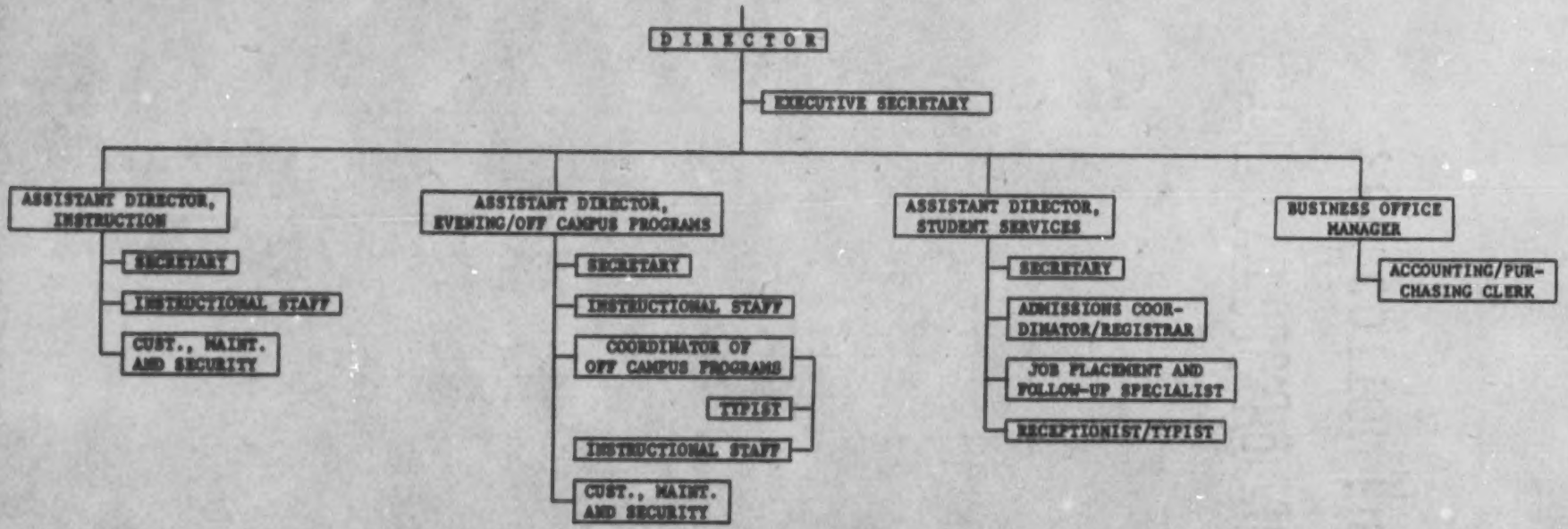
CHART 16

THOMAS AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

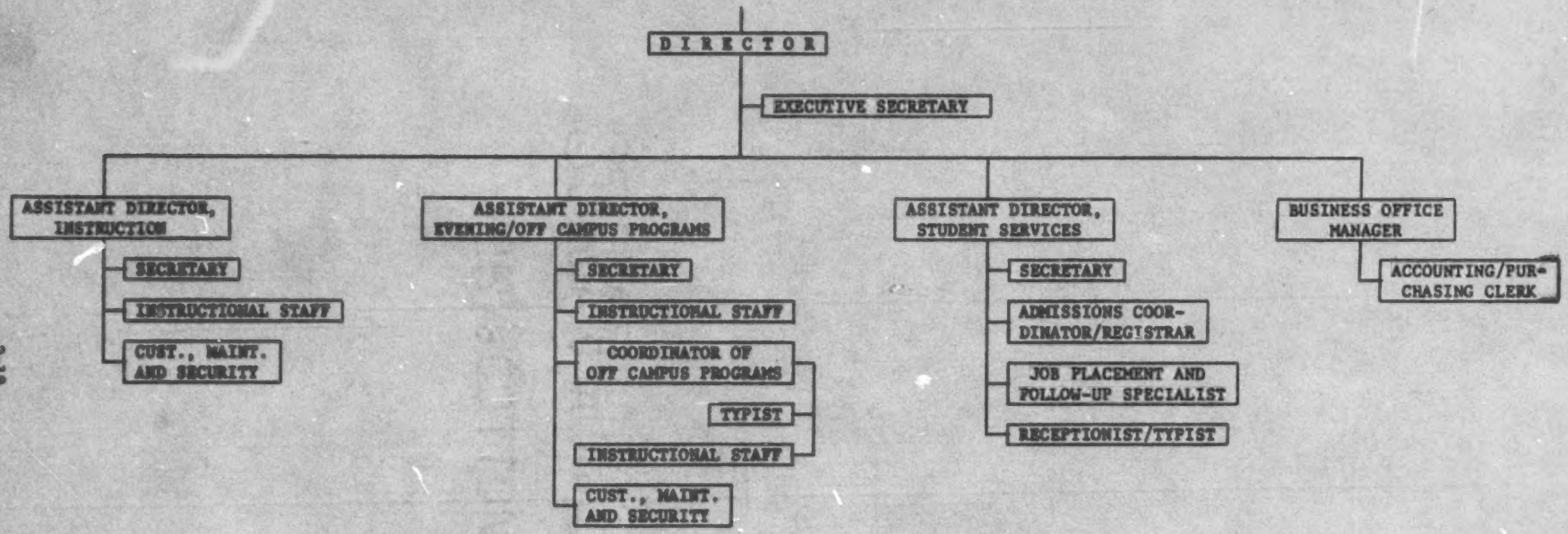
CHART 17
LANIER AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

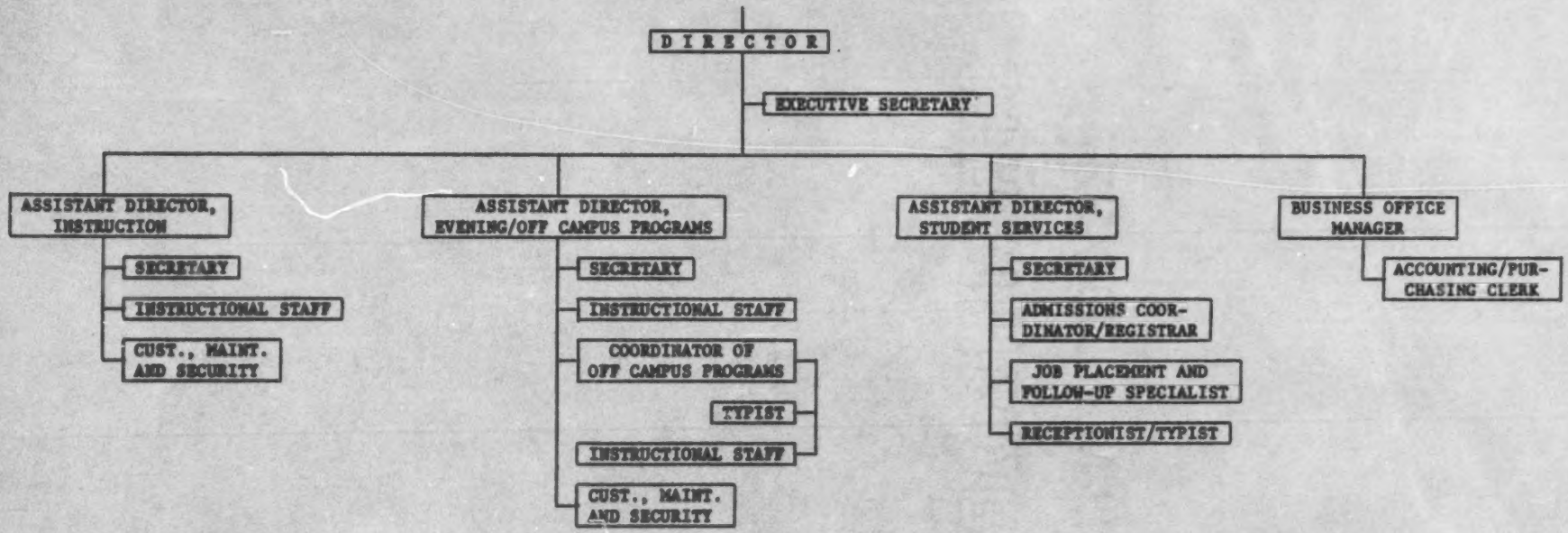
2-18

CHART 18
BEN HILL-IRWIN AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

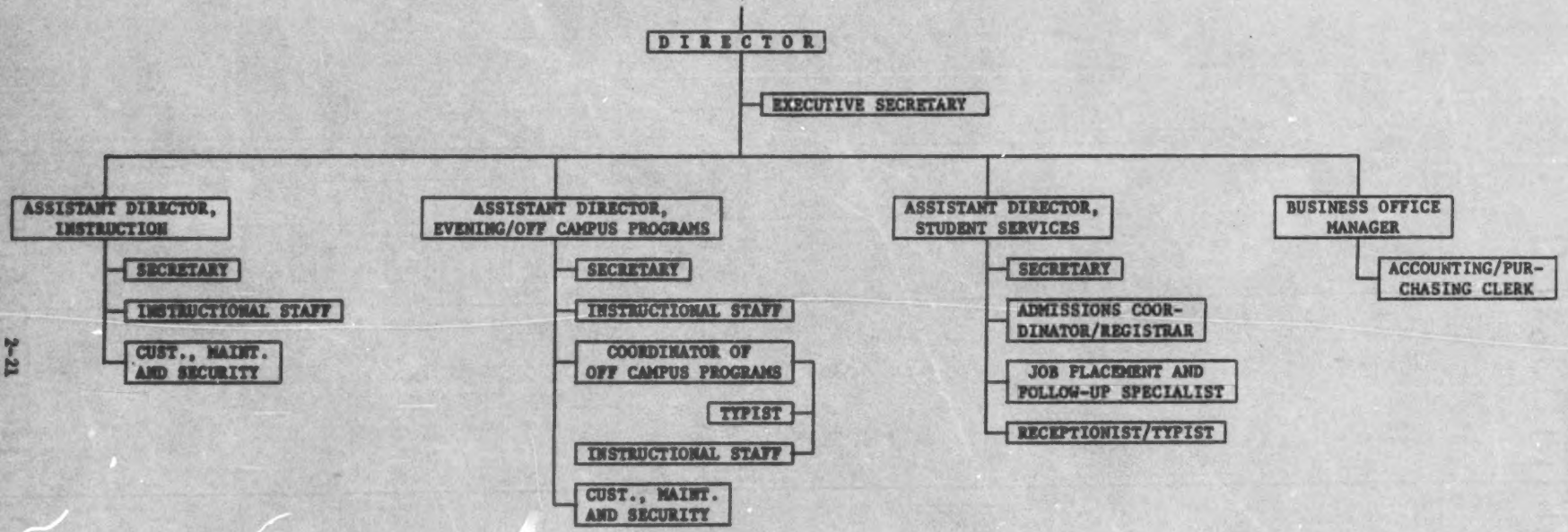
CHART 19
MOULTRIE AREA VOCATIONAL-TECHNICAL SCHOOL *



2-20

* Recommended by Associated Educational Consultants, July, 1981

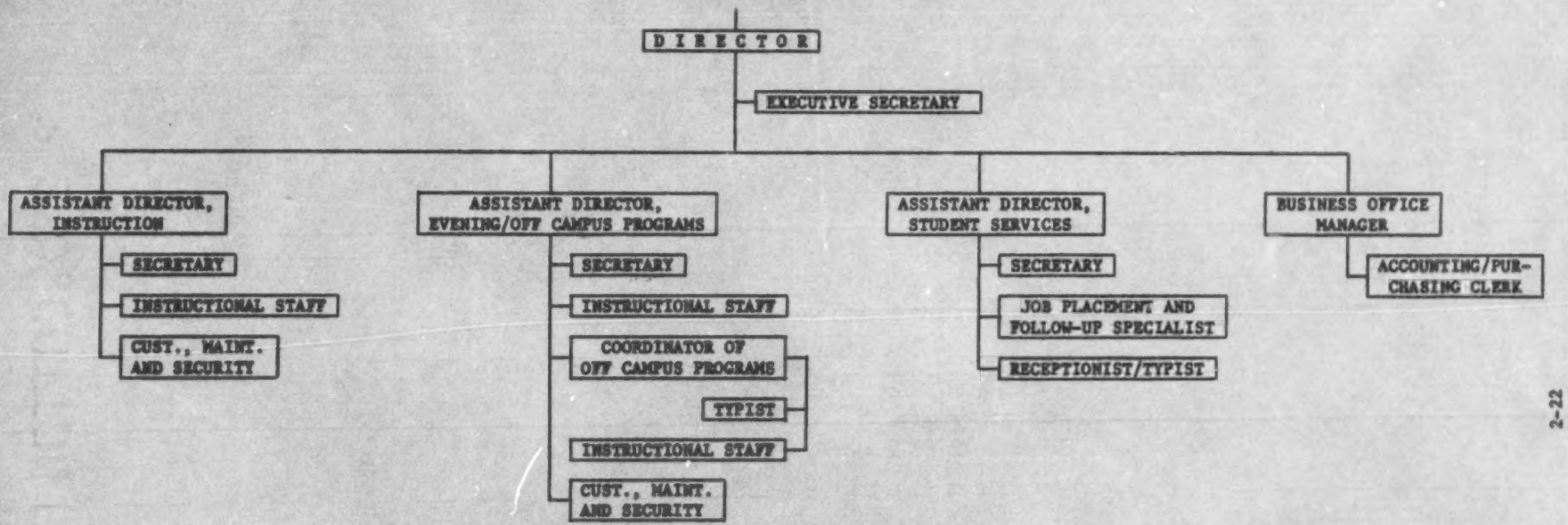
CHART 20
PICKENS COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

CHART 21

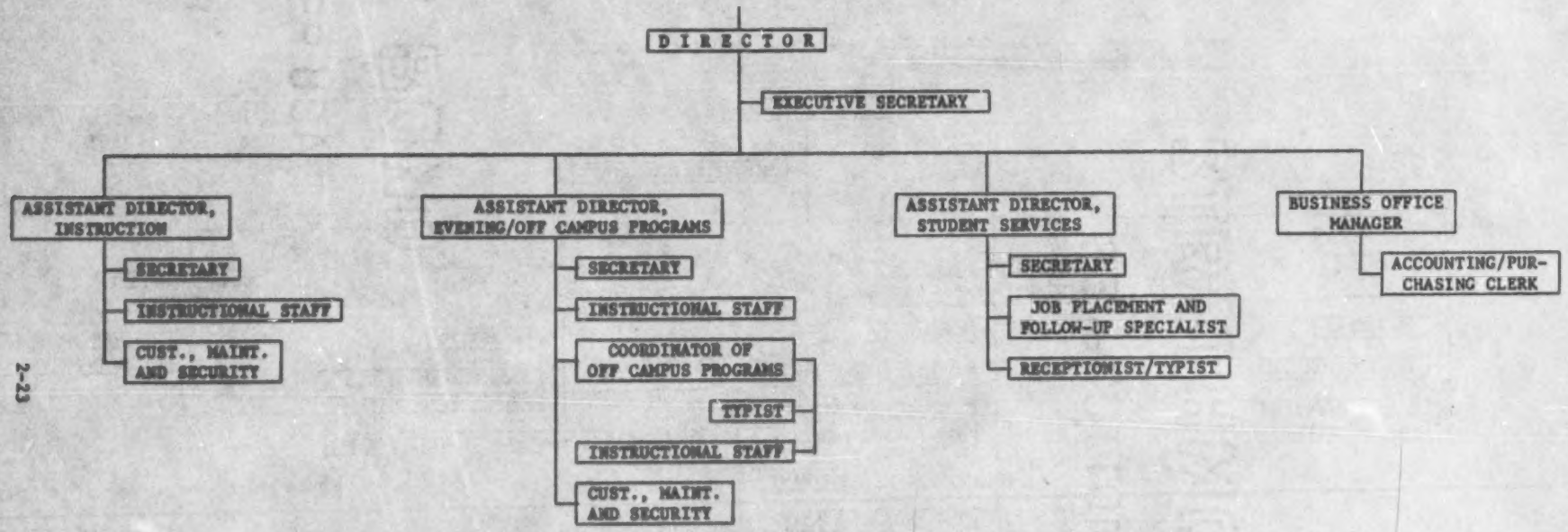
TROUP COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

2-22

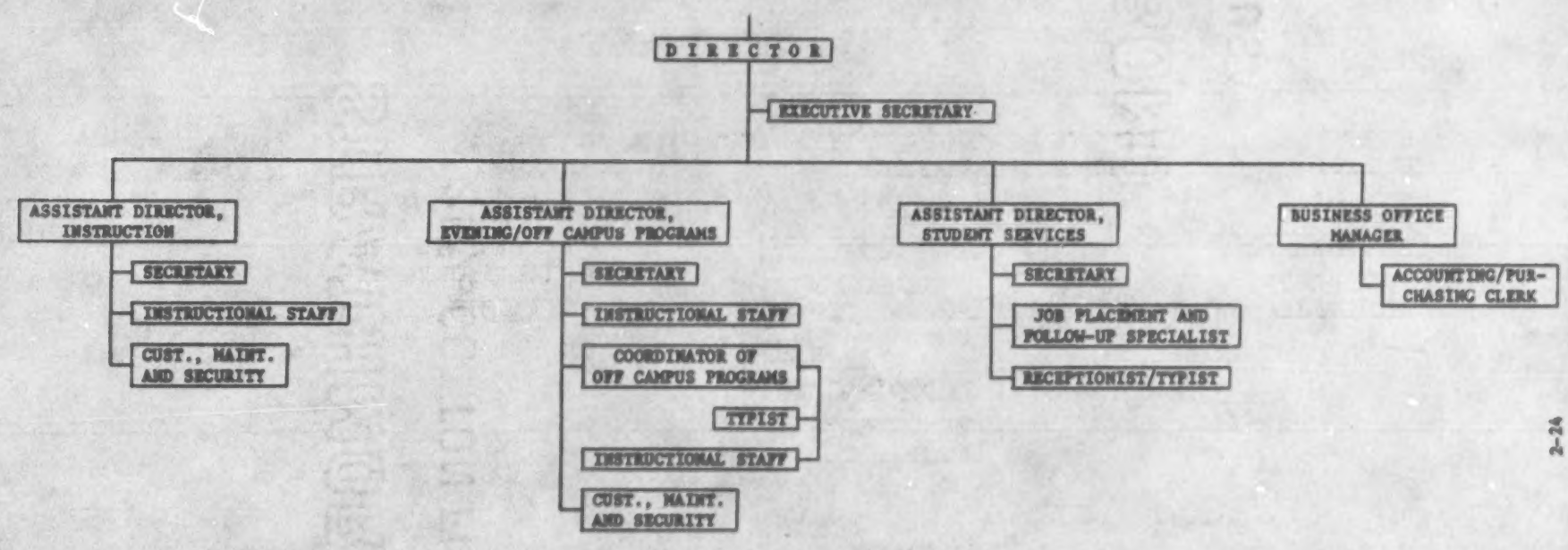
CHART 22
SWAINSBORO AREA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

CHART 23

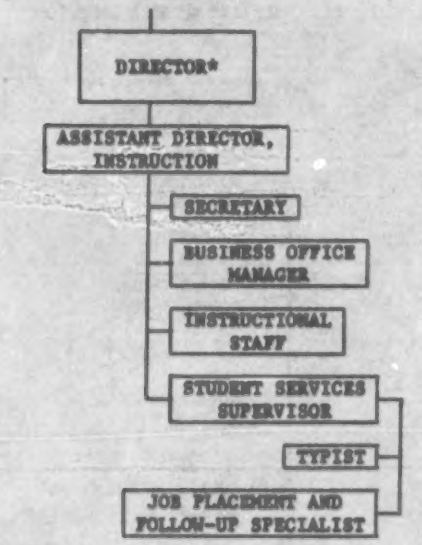
UPSON COUNTY AREA VOCATIONAL-TECHNICAL SCHOOL *



2-24

* Recommended by Associated Educational Consultants, July, 1981

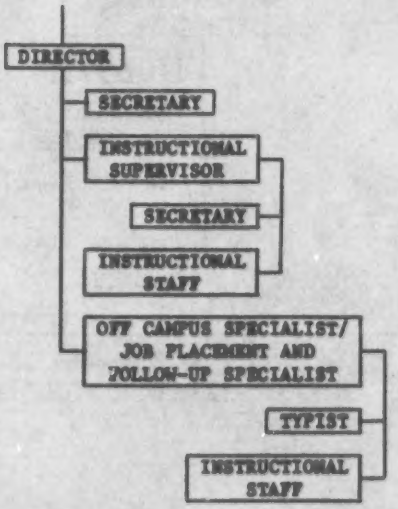
CHART 24
HOUSTON VOCATIONAL CENTER



*Director, Houston Vocational Center - Secondary School

CHART 25
DALTON JUNIOR COLLEGE

Division of Vocational-Technical Education

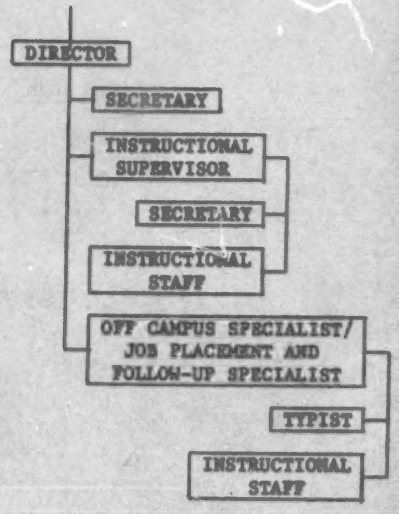


2-26

CHART 26

BRUNSWICK JUNIOR COLLEGE

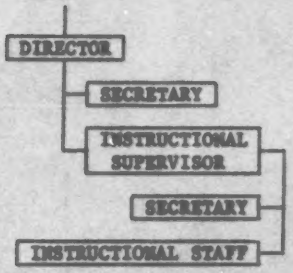
Division of Vocational-Technical Education



STATE DEPARTMENT OF EDUCATION

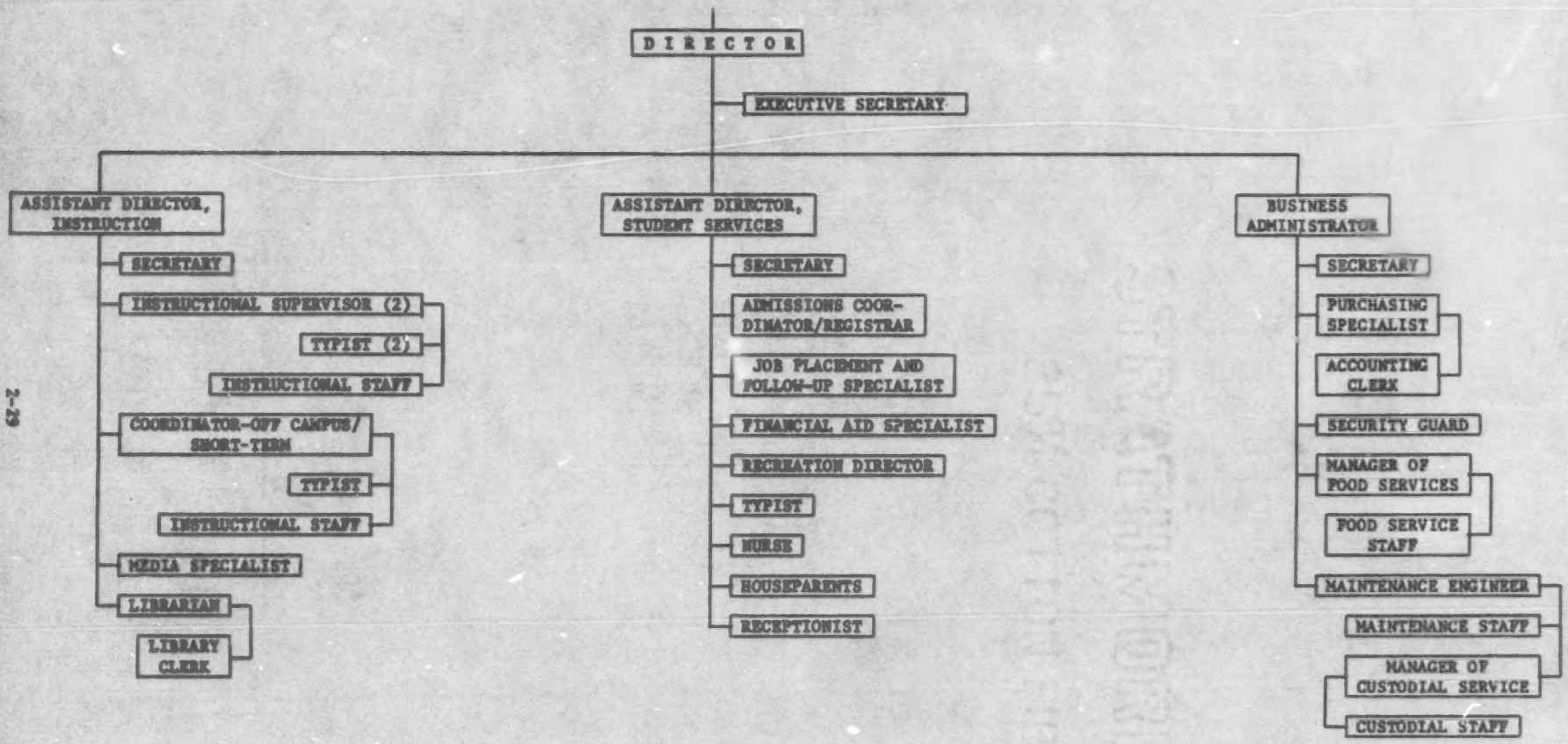
CHART 27
RAINBRIDGE JUNIOR COLLEGE

Division of Vocational-Technical Education



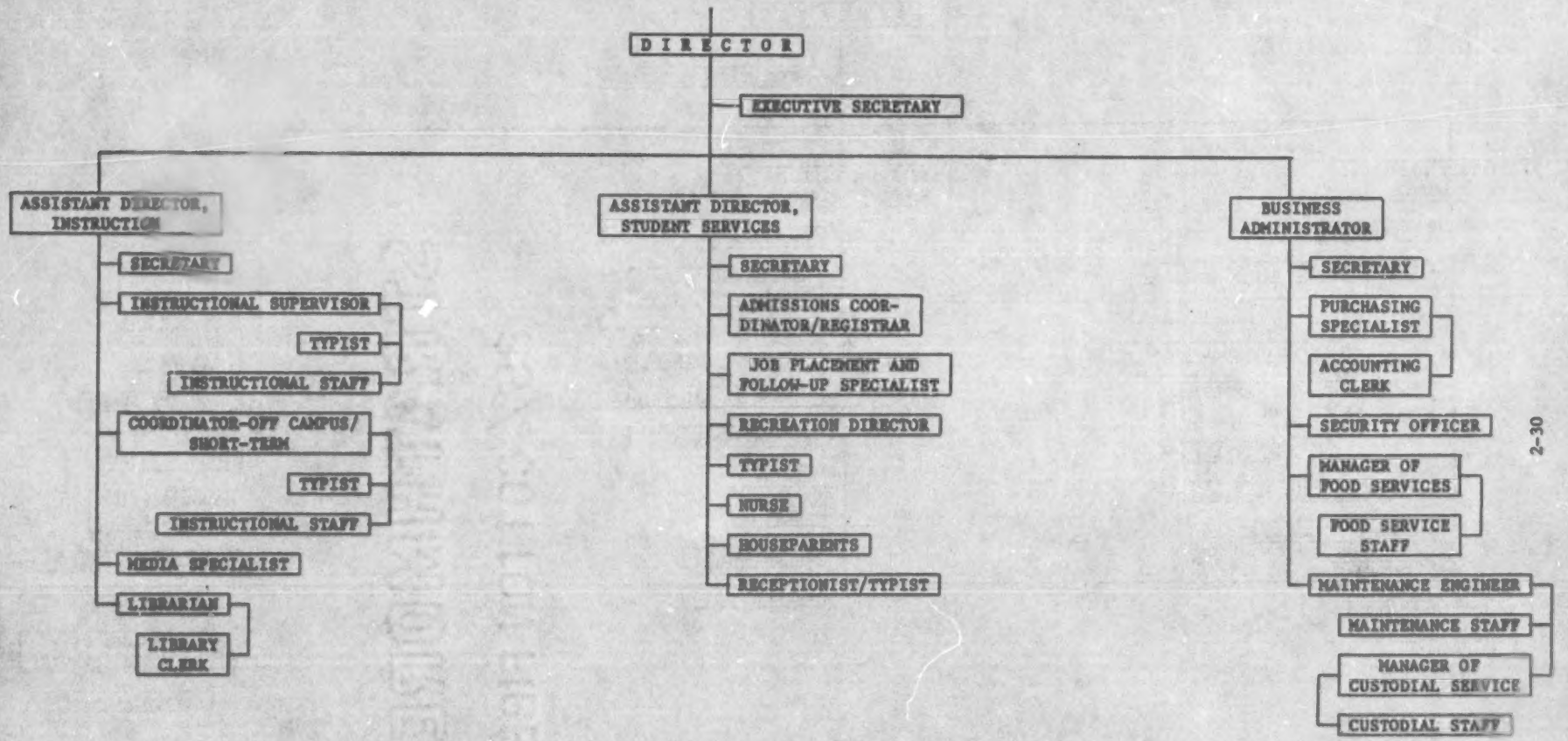
2-25

CHART 28
NORTH GEORGIA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

CHART 29
SOUTH GEORGIA VOCATIONAL-TECHNICAL SCHOOL *



* Recommended by Associated Educational Consultants, July, 1981

2-30

CHAPTER III

JOB PROFILES FOR ADMINISTRATORS AND NON-INSTRUCTIONAL PROFESSIONAL PERSONNEL

The management team of the vocational-technical school will be composed of the Director; the Assistant Director, Instruction; the Assistant Director, Evening/Off Campus Programs; the Assistant Director, Student Services; and the Business Administrator.

The following pages examine the management team by reviewing its current status profile, as well as its desired/future profile. The job profile indicates the functions and tasks that the various management team members perform in a descending order. The job profile of the administrative team, which really includes the management team and other non-instructional personnel at the school, is also related by function and task in a descending order. The following job profiles are furnished:

- Off Campus Coordinator
- Job Placement and Follow-up Specialist
- Admission Coordinator/Registrar
- Instructional Supervisor
- Media Specialist
- Recruiter/Information Specialist
- Off Campus Specialist
- Branch Campus Supervisor
- Registrar/Financial Aid Coordinator
- Special Needs Specialist
- Coordinator of Staff Development
- Recreation Director
- Purchasing Specialist
- Coordinator of Financial Aid

DIRECTOR

Profile I - Current Status
Vocational Director; Administrative Director of Vocational School; Superintendent's Representative on Vocational-Technical Education; Implementer of Vocational Policies; Director of Personnel; Supervisor of all Financial Matters; Coordinator of Public Relations; Evaluator of Educational Programs and Staff Development.

The Director, as the general administrator, is the person responsible for all matters relating to the Vocational-Technical School. The Vocational Director must be knowledgeable in all phases of operations and of all programs within the vocational setting. Of utmost importance is the management of the school. The four leading functions of the Vocational Director are those of "personnel," fiscal management, public relations, and representing the vocational school at various community and State functions and meetings. The Vocational Director, exercising management skills, must be the Vocational Generalist rather than the Vocational Specialist in any given area.

Vocational generalist rather than vocational specialist

The Vocational Director's chief function is in matters dealing with personnel administration. Tasks performed in this function deal with interviewing and selecting personnel for employment at the school, evaluating employees, meeting with employees about problems, serving

as staff research resource, developing and administering rules and regulations for the school and presenting in-service programs.

The second function where the Vocational Director spends a great deal of time is in fiscal management. The tasks on which the greatest amounts of time are spent are: preparing the annual school budget; preparing departmental budget; submitting payroll information; issuing checks to cover invoices; maintaining accounts records on incoming money; assisting with financial audit; depositing money in the bank; and signing the payroll.

The Vocational Director's Management Team should consist of the Assistant Director for Instruction; Assistant Director for Evening/Off-Campus Programs; Assistant Director for Student Services; and Business Administrator or Business Office Manager. This management team, setting the tone for its particular school, should be concerned with and be held responsible for four broad functional areas: improvement of the educational program; selection and development of personnel; management of the school; and working with the community. It is of utmost importance that the five members of this management team work together cooperatively and extend their thoughts beyond their division. They are functioning for the benefit of the students and the school.

Administrative team defined

The leadership role of the Vocational Director requires that the Director show the ability to mold coordinators, supervisors, specialists, and noninstructional professional personnel into a viable and functional Administrative Team. It is particularly important that the Director establish and maintain a cohesive Administrative Team and be able to communicate with the Administrative Team regarding the happenings of the school. A well-informed, knowledgeable Administrative Team is of utmost importance in analyzing, recognizing, and evaluating the needs of the students, the staff, and the school.

The Vocational Directors indicated that, among the various vocational school settings, different amounts of time are devoted to the broad-base functions of the job. The Vocational Director, the overall generalist of the school, must delegate responsibility and authority to the Assistant Directors and the Business Administrator. All Vocational Directors indicated that they spent the majority of their time dealing with people, and finances, attending meetings, and helping the school in public relations avenues. The vast majority of Vocational Directors indicated that the single area in which the most help was needed was in fiscal management. In the comparison of urban and rural vocational schools, the greatest discrepancy among the Vocational Directors was in the functions of "Finance" and "Personnel."

Need for fiscal Management

It must be noted that the seven schools which represent the urban setting are the schools with very large enrollments. The Vocational Director of an urban school is depicted as spending less time on financial matters than does the Vocational Director of a rural school. On further analysis of the schools by organizational settings, it appears that urban schools have slightly more staff channeled into fiscal management. Based on personal interviews with the Directors and administrative staffs from all schools, indications are that business management should have a high priority in any reorganization. The Vocational Directors at both North Georgia Tech and South Georgia Tech revealed that many of their concerns are similar to those of Vocational Directors of the large vocational schools within the State. Directors in both settings spend a great portion of their time dealing with personnel matters. Ideal reorganization in these schools would decrease the amount of time spent on personnel matters as well as on fiscal matters. This would allow the Vocational Directors more time to devote to other fields; i.e., "Educational Programs" and "Public Relations," where they feel their time would be better utilized.

Evaluation

The Director will be responsible for evaluating his/her staff on a yearly basis and for making specific recommendations to subordinates. The Director will have the

responsibility of performing the primary evaluations of the Assistant Directors and Business Administrators or Business Manager. Likewise, the Vocational Director's superordinate should evaluate his job performance.

Profile II - Desirable Changes
Vocational Director
The catalyst for change in the entire vocational-technical school system; Promoter of the education of the vocational school's educational program; Spokesperson of the vocational school in dealing with all phases of the community; Director of all vocational personnel.

Directors regard the functions of personnel management, educational programs, financial management, and community relations, to be their primary responsibilities. However, they desire to decrease the time spent in fiscal management in order to spend more time in the functions of educationl programming, dealing with students, and representing the school to bring about strengthened community relations. With the advent of a formalized business office, the Director should be able to spend less time in financial management and directing the facilities. This would allow more time to devote to educational programs, to relate more directly to students, and to deal with meeting the needs of business and industry as they relate to vocational education.

As the size of the Administrative Team increases, the need to clarify working relationships becomes more acute. Some clarifications of working relationships can be achieved through the Management Team. Levels of positions and lines of interaction need to be clarified. Once the Administrative Team receives the viewpoint of the leadership, day-to-day interaction may proceed more smoothly and effectively. Members of the Management and Administrative Teams should be made to understand that the highest priority is placed on communications and relationships. Systematic evaluation can and should be origin of improvement. It should be held a high priority of the Vocational Director. Most important decisions are made cooperatively in the Vocational Director's office. The Vocational Director relies upon the Management Team to help reach the wisest decision or the best alternative. When there are options, it is safe to conclude that the best decisions are made by team approach. Both the Management Team and the Administrative Team will provide valuable input.

Systematic evaluation

The Director must become involved in the needs assessment for the school and must seek answers to two questions: Where are we now? Where will we be? It is critically important to effective vocational education design that these two questions be addressed in curriculum development. The mere stating of goals does not endow them with validity.

The Director can identify discrepancies endlessly and still fail to deal with the skills, knowledge, and attitudes that can serve adults in surviving in and contributing to the labor market.

Research has indicated that vocational education in small cities is much more attuned to the labor market needs than in large cities. This could be attributed to the fact that in the small cities organizational and administrative machinery is less cumbersome and thus change could be affected more easily. The Director, especially at the large schools and the urban schools, must constantly and continually involve not only school staff but also business and industry in the decision-making process regarding curriculum development, staffing needs, and technological updating.

Strive to individualize

More is being learned every day about how instruction can be individualized. Technology, changing concepts regarding supervision, and new organizational patterns for teaching will help to make individualization possible. The Vocational Director must continue to strive for educational development and expand his or her own horizons in order to learn to retain the best of the old as well as the soundest of the new in promoting vocational education change.

POSITION TITLE: Director

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To assume administrative responsibility for the operation of the entire school.

DUTIES AND RESPONSIBILITIES:

A. Personnel Administration

1. Recruits, screens, interviews and recommends qualified candidates for employment.
2. Schedules, supervises and evaluates employees.
3. Provides special guidance and assistance to staff members on professional problems.
4. Provides leadership to develop solidarity of purpose within the staff.
5. Develops and administers personnel rules and regulations.
6. Supervises the collection and submission of documents for instructor certification.
7. Plans, develops and participates in in-service training programs designed to upgrade the quality of instructional programs.
8. Processes personnel grievances.
9. Maintains a confidential personnel record system for all members of the staff.
10. Develops and supervises an orientation program for all new personnel.
11. Encourages all staff members to improve and enrich their level of professional preparation through further education and participation in professional organizations.

B. Fiscal Affairs

1. Prepares annual institutional budget.
2. Works with selected staff members in the development of annual departmental and program budgets.

3. Monitors the expenditures in accordance with the amounts provided in the approved budget.

4. Supervises the preparation and submission of payroll information for part-time personnel.

5. Assists with financial audits.

6. Reviews and updates insurance coverage annually.

C. Public Relations

1. Keeps community informed of school activities and opportunities.

2. Participates in community-related activities.

3. Responds to telephone requests for information on school programs.

4. Authorizes the release of school developed materials to persons outside the organization.

5. Writes or edits news releases on school activities.

6. Develops and edits brochures and student handbooks which describe the total educational program to students, staff, parents and the public.

7. Conducts "open house" programs.

8. Visits local area high schools to recruit students and educate the public about program offerings.

D. Educational Program

1. Evaluates and supervises the development of curriculum methods and materials.

2. Uses available studies, surveys and research to determine program direction, size and content.

3. Articulates programs with neighboring institutions.

4. Supervises and coordinates regular instructional programs.

5. Assists staff in selection and use of instructional materials and equipment.

6. Develops special short-term and/or evening educational programs.

7. Counsels business and industry, when requested, on the development and implementation of educational programs to meet their specific needs.

8. Conducts scheduled evaluations to measure program effectiveness.

E. Board

1. Attends Board and committee meetings.

2. Prepares and presents special reports to the Board.

3. Apprises Board of laws, rules, regulations or policies pertaining to vocational education.

F. Facilities

1. Plans and recommends use of school facilities and equipment.

2. Arranges for maintenance of buildings and grounds.

3. Develops and maintains an inventory of school property, equipment and materials.

G. Counseling, Advising and Research

1. Counsels students with personal, financial and discipline problems.

2. Conducts institutional research studies.

H. Auxiliary Services

1. Writes and reviews bid specifications.

2. Arranges for purchase, distribution and maintenance of instructional equipment and materials.

I. Students

1. Meets with students to counsel and assist them with their problems.

2. Develops and enforces student discipline policies.

J. Admissions, Registration and Records

1. Reviews and revises admissions standards.

2. Enforces school regulations on student attendance.

K. Financial Aid and Special Programs

1. Prepares budgets and submits required reports on CETA funds.

Profile I - Current Status
Assistant Director for Instruction: Motivator of Vocational Education programs; Coordinator of staff planning and assignments; Evaluator and Developer of curriculum programs; Innovator of research projects; Developer of Special Education programs; Improver of articulation programs; Leader in staff development; Recommender of staff selection and assignments.

School is to provide vocational education for adults

The post-secondary school's primary goal is to provide vocational education for adults and other legally eligible citizens who need to develop or upgrade skills for employment.

The member of the Management Team dealing directly with instruction is a person of utmost importance. The broad-based functions of the Assistant Director for Instruction deal with vocational education programs, working with the staff, and assisting in counseling, advising and research, as well as spending time with students. One-third of the time is spent in educational programs. To a large degree, effectiveness depends upon the ability to work with instructors and other members of the Administrative Team and to utilize their talents in developing better educational programs. A large amount of time is spent assisting the staff in the selection and use of instructional materials and equipment as well as evaluating and

1/3 time spent on educational programs

developing vocational curriculum and programs. The Assistant Director for Instruction, helps determine community and industrial needs for various courses, assigns teacher responsibilities, and articulates programs with neighboring institutions. A high degree of personal contact with many members of the staff as well as with other vocational and industrial settings is required.

In a small school district, the Assistant Director for Instruction (ADI) may have very few subordinates, whereas in a large vocational school a goodly number of people may report directly to him/her. In the larger vocational schools, less time is spent on the primary function of "Educational Programs." Conversely, the Assistant Director for Instruction in a rural setting spends half of his/her time in "Educational Programs."

In a rural setting, half time is spent on educational programs

The Assistant Director for Instruction in a school with an area Board spends more time in the functions of "Educational Programs" and with "Students" than does the same person in a school with a local Board. The Assistant Director for Instruction is in a line relationship with the Vocational Director. In this type of organization, the ADI has the responsibility for developing vocational programs and the authority to see that they are evaluated and carried out. Leadership effectiveness is directly related to skill in motivating staff to take the initiative in developing plans for improving the vocational education program.

Functions

The two major functions in which the Assistant Director for Instruction spends time are "Educational Programs" and "Personnel." These functions can be related most directly with four broad-base sub-functions, those being: 1) Instruction; 2) Curriculum Development; 3) Staff Development; and 4) Evaluation and Research.

Staff involvement

Instruction: The Assistant Director for Instruction is responsible for providing instructional services to staff and students. The ADI must involve staff in selecting instructional textbooks, materials and supplies, and effective teaching methods. Other primary responsibilities are the scheduling of the school term, developing the school calendar, preparing the budgets for instructional materials and supplies, and developing the uses for instructional equipment and audio-visual media. These responsibilities are usually carried out through the staff.

Curriculum Development: The Assistant Director for Instruction in recent years has had to modify courses numerous times and will have to continue to do so because of the advancements in technology in all vocational-technical fields. Not only should school staff be involved in updating and modification, but members of business and industry and professional consultants

must be tapped as essential resources. The ADI must keep in close contact with the developments in curriculum improvement and evaluation at the state and national levels.

Staff Development: Leadership in staff development is a very basic responsibility for the Assistant Director for Instruction. It affects all areas of the school system. Instructional services cannot be affected, nor can curriculum be improved unless teachers are provided with some means to analyze and update skills and knowledge.

Staff development primary responsibility

Although the larger vocational schools most likely will have a person in charge of staff development, it is no less important an item for the smaller schools to develop programs for staff development. The quality of the instructional programs depends on the quality of the teaching personnel in the vocational school. The Assistant Director for Instruction must be able to make recommendations to the Vocational Director on ways to improve staff development.

Evaluation and Research: This sub-function is taking on more and more importance. Once a delivery system, a program, a curriculum, etc., has been developed, it is important to evaluate for effectiveness within the vocational setting. If the evaluation is less than

satisfactory, then opportunity should be given for modification - change, or correction. There should be constant involvement in various types of research designed to improve instructional program.

Evaluation

The Assistant Director for Instruction will be responsible for evaluating his/her staff on a yearly basis and for making specific recommendations for improvement. Likewise, the Vocational Director should evaluate the Assistant Director for Instruction and give meaningful recommendations on ways to improve the ADI's job performance.

Usually the Assistant Director for Instruction is "second in command" at the vocational school, perhaps sharing this position with others of equal rank. In any event, it is a responsibility of the Assistant Director for Instruction, to represent the Vocational Director when so called upon and, often, to make decisions that will affect the total operation of the vocational school. As a member of the Vocational Director's Management Team, the ADI must be competent in working with and through others. The Assistant Director for Instruction must likewise develop the trust and understanding of the Administrative Team.

Profile II - Desirable Changes
Assistant Director for Instruction:
The catalyst for change in the vocational setting is to continue to promote, prepare and annually update individualized vocational education, arrange to use Needs Assessment models in curriculum development, analyze and strengthen the patterns for staff development, expand the vocational setting to include the total community, select from technological change the resources that can be effectively used in the classroom, and recognize the need for curriculum evaluation and research.

Evidence has indicated that vocational-technical curricula are in several respects continually inconsistent with labor market patterns. Research findings show that major factors for prohibiting consistency are the federal and state regulations that designate methods for designing and enabling expensive facilities without allowing sufficient flexibility or time for appropriate curriculum planning. If this situation is apparent within the vocational school, it is a prime responsibility of the Assistant Director for Instruction to work within the local system and within the state system to break the barriers in order that more flexibility in curriculum development can be obtained. Curriculum change needs flexibility. There has been tremendous, rapid development in both society and technology that makes the Assistant Director for Instruction's role extremely important. The ADI must provide leadership and guidance in shaping current conditions into more effective programs for instruction. Strong leadership must provide the catalyst for changing and updating the vocational school setting.

POSITION TITLE: Assistant Director, Instruction

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To provide instructional programs which meet the needs of the students and the objectives of the school.

DUTIES AND RESPONSIBILITIES:

A. Educational Program

1. Evaluate and develop curricular programs and instructional services.
2. Supervise and coordinate regular instructional programs.
3. Assist staff in the selection and use of instructional materials and equipment.
4. Articulate instructional programs with neighboring institutions.
5. Engage in innovative and research-oriented curriculum projects.
6. Prepare and monitor budgets and complete reports for special instructional programs.
7. Develop and coordinate special, evening and short-term educational programs.

B. Personnel Administration

1. Meets with instructional staff to discuss curriculum problems.
2. Schedules, supervises and evaluates instructional personnel.
3. Prepares and presents in-service education programs for the instructional staff.
4. Screens, interviews and recommends personnel for employment.
5. Develops and interprets personnel rules and regulations for the instructional staff.
6. Serves as a staff resource person in order to develop a correlated and integrated program of instruction.

C. Counseling, Advising and Research

1. Assists in preparation of institutional self-study for accreditation.

2. Assists in preparation of annual Southern Association of Colleges and Schools report.

3. Counsel students with personal, financial or discipline problems.

4. Prepare and submit required State and Federal reports.

5. Provides academic advising services to staff and students.

6. Works with business and industry on student placement opportunities.

D. Students

1. Meets with students to discuss their problems in academic and personal areas.

2. Enforces student discipline policies.

3. Coordinates services for special needs students.

4. Evaluates and reports student progress.

5. Monitors student attendance.

E. Fiscal

1. Monitors departmental and program budget expenditures.

2. Prepares departmental and program budgets.

3. Prepares proposals and reports for local, State, Federal or special funding.

F. Auxiliary Services

1. Order and distribute instructional materials and equipment.

2. Writes and reviews bid specifications.

3. Provides bookstore services for students.

G. Admissions, Registration and Records

1. Enforces school regulation on student attendance.

2. Assist with the registration of students.

3. Prepares and monitors registration schedule.

4. Notifies students of probation or suspension status.

H. Facilities

1. Plans and recommends the use of instructional facilities and equipment in the school.

2. Develops and maintains an inventory of instructional property, equipment and materials.

3. Arranges for building and equipment maintenance.

I. Public Relations

1. Responds to telephone inquiries from the community regarding school programs.

2. Responds to written requests for information on school programs.

3. Participates in community-related activities.

J. Financial Aid and Special Programs

1. Provide services and maintain files for CETA students.

2. Prepare budgets and submit reports for CETA funds.

K. Board

1. Develop short and long range plans for school operations.

2. Attend Board and committee meetings.

3. Prepare and present special reports to the Board.

L. Performs Other Duties as Assigned by Immediate Supervisor

EVENING/OFF-CAMPUS
INSTRUCTIONAL PROGRAMS

Profile I - Current Status
Assistant Director for Evening/Off Campus Programs:
Catalyst of Vocational Education evening programs; Stimulator of short-term courses; provider of Quick Start programs; Translator of evening/off campus needs; Locator of off-campus programs; Interpreter of staff development; Interpreter of business and industry training; Recommender of staff selection and assignments.

The Assistant Director for Evening/Off-Campus Programs, is a member of the Management Team, whose broad-base function will be dealing with all evening, short-term, and Quick Start programs. Within this function, the Assistant Director for Evening/Off-Campus Programs (ADE) will be dealing with Coordinators and Specialists of all off-campus instructional programs. The primary function is to fill the needs of Adult Vocational Education and those of business and industry.

The Assistant Directors for Evening/Off-Campus Programs, similar to the Assistant Directors for Instruction, spend approximately 50% of their time in the functions of "Educational Programs" and "Personnel." They would like to spend less time in the areas of "Admissions" and Auxiliary Service," and less time attending meetings.

Half time in "Educational Programs" and "Personnel"

The Assistant Director for Evening/Off-Campus Programs in both the urban and rural school districts relate that the functions of "Educational Program" and "Personnel" occupy more of their time than any of the other functions.

The Assistant Directors for Evening/Off Campus Programs with the area and local Boards spend most of their time in the functions of "Educational Program," "Personnel" and "Admissions, Registration and Records." It appears that the ADE in a school with a local Board spends more time in the functions of "Public Relations," "Students" and "Fiscal" than does the Assistant Director for Evening/Off-Campus Programs of the area-Board schools. When analyzing the mean hours of the Assistant Directors for Evening/Off-Campus Programs as they relate to full-time enrollment, a high degree of similarity in time spent is exhibited in their most time-consuming function: this function, "Educational Program," exhibits basic similarity throughout all five classes of vocational schools.

High degree of similarity

The Assistant Directors for Evening/Off-Campus Programs spend about the same amount of time in Educational Programming. In referring to vocational schools in Classes 1, 2 and 3, the Assistant Directors for Evening/Off Campus Programs concur with the Vocational Directors and Assistant Directors for Instruction when they stipulate that the larger the school the more time the Assistant Director, Evening/Off Campus Programs spend in the function of "Personnel."

The larger the school the more time in "personnel"

Evaluation

The Assistant Director for Evening/Off-Campus Programs will be responsible for evaluating his/her staff on a yearly basis and for making specific recommendations to the Vocational Director as they relate to that staff. Likewise, the Vocational Director should evaluate the Assistant Director for Evening/Off-Campus Programs and give meaningful recommendations on ways to improve job performance. As a member of the Vocational Director's Management Team, the ADE must be competent in working with and through others.

Profile II - Desirable Changes
Assistant Director, Evening/
Off-Campus Programs:
Continued promotor of Adult Vocational Education; Promotor of evening and short-term programs, continued growth of Quick Start programs; Developer of innovative practices as related to Adult Vocational Education; Initiator of staff development.

The Assistant Director for Evening/Off-Campus Programs will supervise and coordinate all evening, off-campus, short-term, and Quick Start programs and will be the superordinate of Coordinators and Specialists of Off-Campus Programs.

The vocational school will continue to have a high degree of participation in evening and short-term Adult Vocational Programs. This will possibly be the greatest growth area in vocational education in the next five years. The Assistant Director of Evening/Off-Campus Programs must be prepared to handle community needs as well as the possible

Greatest growth

influx of business and industry, which places greater demands on vocational education. Meeting the needs of new industry entering the vocational school's area is an extremely important educational matter.

POSITION TITLE: Assistant Director, Evening/Off Campus Programs

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To extend the benefits of the school's educational program to as wide a section of the community as is interested in and can benefit from continued vocational education.

DUTIES AND RESPONSIBILITIES:

A. Educational Program

1. Develop and evaluate curricular programs.
2. Assist staff in the selection and use of instructional materials and equipment.
3. Supervise and coordinate regular instructional programs.
4. Develop and coordinate special, evening and short term educational programs.
5. Determine community and industrial needs for short-term courses.
6. Supervise classes during emergencies.
7. Complete required reports on special programs.
8. Screen, interview, and recommend personnel for special programs such as apprenticeship, quick-start, emergency medical technician and consumer education.
9. Assign teaching responsibilities in evening and off/campus programs.
10. Articulate programs with neighboring institutions.

B. Personnel Administration

1. Meets with employees to discuss problems.
2. Screens, interviews, and recommends personnel for employment.
3. Serves as a staff resource person for evening and off/campus programs.

4. Develops and administers personnel rules and regulations.

5. Processes personnel grievances.

6. Prepares and presents pre-service training programs.

7. Prepares and presents in-service programs.

C. Admissions, Registration and Records

1. Registers students.

2. Enforces school regulations on student attendance.

3. Interviews prospective students.

4. Prepares and monitors registration schedule.

5. Prepares and monitors room utilization schedule.

6. Compiles student attendance reports.

D. Public Relations

1. Responds to written requests for school information.

2. Responds to telephone inquiries concerning school programs and activities.

3. Develops and edits flyers or brochures on course offerings.

4. Keeps community informed of school activities.

5. Participates in community related activities.

6. Writes and edits news releases.

E. Students

1. Meets with students to discuss problems.

2. Enforces student discipline policies.

3. Evaluates and reports student progress.

4. Coordinates services for special needs students.

5. Monitors student attendance.

F. Counseling, Advising and Research

1. Prepares and submits required State and Federal reports.

2. Assist in preparation of self-study for accreditation.

3. Provides career counseling.

4. Counsels students with personal, financial and discipline problems.

5. Assists in preparation of annual report for Southern Association of Colleges and Schools.

G. Fiscal Affairs

1. Prepare and submit payroll information for part-time employees.

2. Monitors departmental and program budget expenditures.

3. Invoices students and collects fees.

4. Prepare proposals and required reports to apply for local, State, Federal and special funding.

5. Prepare departmental and program budgets.

H. Auxiliary Services

1. Purchase and distribute instructional materials.

2. Provide bookstore services for students.

3. Purchase and distribute instructional equipment.

4. Arrange for maintenance of instructional equipment.

5. Write and review bid specifications.

I. Facilities

1. Assist maintenance and custodial staff in emergency situations.

2. Arrange for and monitor school security.

3. Plan and recommend use of school facilities and equipment.

4. Arrange for maintenance on buildings and equipment.

5. Plan and maintain an inventory of school property, equipment and materials.

J. Board

1. Develop short and long range plans for school operations.

2. Prepare and present special reports to the Board.

3. Attend Board and committee meetings.

K. Financial Aid and Special Programs

1. Provide services and maintain files for veterans.

2. Assist students in applying for financial aid.

3. Prepare budgets and submit reports for CETA funds.

L. Performs Other Duties as Assigned by Immediate Supervisor

STUDENT SERVICES

Profile I - Current Status
Assistant Director for Student Services: Interpreter of student needs; Analyzer of admissions; Provider of records; Appraiser of counseling needs; Administrator of guidance; Psychological, health and special needs services; Appraiser and interpreter of student services; Director of research.

The Assistant Director for Student Services, is the member of the Director's Management Team who specializes in facilitating the personal process needs of students. The time of Assistant Director for Student Services is devoted, basically, to four main functions: Admissions, Counseling, Students, and Financial Aid. The Assistant Director would like to spend more time in the areas of Counseling, Advising, and Research.

High degree of similarity

A high degree of similarity is evident between an Assistant Director for Student Services, in a school with an area board and one in a school with a local board. It must be noted, however, that a local-board school's Assistant Director for Student Services, spends more time with "Financial Aid and Special Programs" than does the Assistant Director for Student Services at an area-board school. Conversely, the Assistant Director for Student Services, of an area-board school spends a larger proportion of time in the function of "Public Relations." In analyzing

the position of the Assistant Director for Student Services, by its relationship to numbers of full-time enrollment students, in all the school classifications, it appears that the smaller the enrollment, the more time this Assistant Director has to spend on the function of "Admissions, Registration and Records." Class 1, 2 and 3 and North and South Georgia Tech Assistant Directors for Student Services spend between 40 and 50 percent of their time in the functions of "Admissions, Registration and Records" and "Counseling, Advising and Research." The Class 1 Assistant Directors for Student Services spend the least amount of time in the function of "Public Relations." They spend, however, a greater amount of time in attending meetings than do their counterparts in other classes of school settings.

The smaller the enrollment, more time in "Admission"

Little or no evaluation of various student service programs has been made. Most research studies of student service programs have been described rather than evaluated. This lack of evaluative data has made it difficult to document a sound justification for additional personnel. Specifically, goals and objectives must be established in the area of student services.

Research, description rather than evaluation

Evaluation

The Assistant Director for Student Services should be responsible for evaluating his/her staff on a yearly basis and for making specific recommendations to the Vocational Director as they relate to this staff. Likewise, the Vocational Director should evaluate the Assistant Director for Student Services, and give meaningful recommendations

for ways to improve job performance. As a member of the Vocational Director's Management Team, she/he must provide the kind of leadership which will create a positive and energetic working climate in the Student Services area.

Profile II - Desired Changes
Assistant Director, Student Services
Continued emphasis in Counseling; Initiator of research; greater emphasis on Advising; Recommender of policies to strengthen human relations and special needs; Participator in community activities.

The Assistant Director for Student Services will coordinate efforts in the areas of recruitment, admissions, job placement, students with special needs, community relations financial aid, and records.

More and more, vocational education is expected to achieve goals in cognitive, affective, and psychomotor domains that will promote the student's growth as a fulfilled individual as well as a productive, employable memeber of the community. Student Services personnel are, therefore, more heavily relied on to provide leadership as experts in behavorial science; i.e., monitoring and evaluating affective objectives. When Student Services can work with the total Administrative Team, especially in the instructional areas, a more productive and effective vocational school education program will be developed. The Assistant Director for Student Services, must continue to work closely through the Director's

Management Team in order to help facilitate the role and function of Student Services as well as to coordinate programs. The Assistant Director for Student Services must work very closely with the Assistant Director for Instruction and the Assistant Director for Evening/Off Campus Programs.

POSITION TITLE: Assistant Director, Student Services

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To coordinate and facilitate the admissions, registration and recordkeeping processes in the school and to monitor student performance in the instructional programs.

DUTIES AND RESPONSIBILITIES:

A. Admissions, Registration and Records

1. Interviews prospective students.
2. Works with admissions committee and notifies students of their admissions status.
3. Receives and processes student admissions applications.
4. Registers students.
5. Tests prospective students.
6. Prepares and monitors registration schedule.
7. Prepares student transcripts and maintains permanent student records.
8. Enforces school regulations on student discipline.
9. Administers and orients students to GED examinations.
10. Notifies students of probation or suspension status.
11. Compiles student attendance reports.

B. Counseling, Advising and Research

1. Counsels students with personal, financial and/or discipline problems.
2. Provides career counseling.
3. Provides academic advising.
4. Supervises job placement services.
5. Assists in preparation of the annual Southern Association of Colleges and Schools report.

6. Collects and reports information on completions and/or placements.

7. Collects and reports student follow-up data.

C. Students

1. Meets with students to discuss problems.

2. Coordinates services for special needs students.

3. Evaluates and reports student progress.

4. Coordinates and conducts student orientation programs.

5. Erforces student discipline policies.

6. Conducts graduation exercises.

7. Monitors student attendance.

8. Coordinates and conducts extracurricular activities.

D. Financial Aid and Special Programs

1. Assists students in filing for financial aid through Basic Educational Opportunity Grants, Work Study, Vocational Rehabilitation, and Veterans Administration programs.

2. Provides services and maintains files for CETA students.

3. Maintains financial aid files.

E. Public Relations

1. Visits local high schools.

2. Responds to telephone inquiries about the school and its programs.

3. Responds to written requests for school information.

4. Arranges and conducts tours.

5. Keeps community informed of school activities.

6. Prepares school catalog.

7. Participates in P.R.O.B.E. and college days activities.

8. Participates in community related activities.

9. Develops flyers or brochures on course offerings.

F. Educational Program

1. Articulates programs with neighboring institutions.

2. Engages in innovative and research oriented projects.

3. Prepares and monitors budgets and completes reports for special programs.

4. Evaluates and develops curricular programs.

G. Personnel Administration

1. Schedules, supervises and evaluates employees.

2. Meets with employees to discuss problems.

3. Serves as a staff resource person.

4. Screens, interviews and recommends personnel for employment.

H. Fiscal Affairs

1. Receives and maintains accurate records of incoming funds.

2. Prepares proposals and reports to apply for local, State, Federal and special funding.

3. Monitors departmental and program budget expenditures.

4. Prepares and submits payroll information for part-time employees.

5. Invoices students and collects fees.

I. Board

1. Prepares and presents special reports to the Board.

2. Develops short and long range plans for school operations.

3. Attends Board and committee meetings.

J. Facilities

1. Arranges for and monitors security.

2. Plans and recommends the use of facilities and equipment in the school

K. Auxiliary Services

1. Provides health services for students.

2. Schedules and supervises athletic and intramural events.

L. Performs Other Duties as Assigned by Immediate Supervisor

9. Develops flyers or brochures on course offerings.

F. Educational Program

1. Articulates programs with neighboring institutions.

2. Engages in innovative and research oriented projects.

3. Prepares and monitors budgets and completes reports for special programs.

4. Evaluates and develops curricular programs.

G. Personnel Administration

1. Schedules, supervises and evaluates employees.

2. Meets with employees to discuss problems.

3. Serves as a staff resource person.

4. Screens, interviews and recommends personnel for employment.

H. Fiscal Affairs

1. Receives and maintains accurate records of incoming funds.

2. Prepares proposals and reports to apply for local, State, Federal and special funding.

3. Monitors departmental and program budget expenditures.

4. Prepares and submits payroll information for part-time employees.

5. Invoices students and collects fees.

I. Board

1. Prepares and presents special reports to the Board.

2. Develops short and long range plans for school operations.

3. Attends Board and committee meetings.

J. Facilities

1. Arranges for and monitors security.

2. Plans and recommends the use of facilities and equipment in the school

K. Auxiliary Services

1. Provides health services for students.

2. Schedules and supervises athletic and intramural events.

L. Performs Other Duties as Assigned by Immediate Supervisor

BUSINESS ADMINISTRATOR

Profile I - Current Status
Accounting Secretary:
The vocational schools have been allocated an accounting person to handle business affairs in conjunction with the Vocational Director. The single most asked-for administrative position, in urban and rural schools, area-Board and local-Board schools, and all classes of schools, was the person to handle business affairs.

Profile II - Desired Status
Business Administrator:
A Planner, Organizer, Director and Controller; Preparer of budgets; Accountant; Purchaser; Specialist in Data Processing, knowledgeable in computers; Planner of In-service Training for Service Personnel; Director of Custodial Maintenance, Food Service, Transportation.

The Business Administrator, as a member of the Vocational Director's Management Team, will function best when he/she understands the primary goals of vocational education as well as business goals. The Business Administrator should have a background in accounting, data processing, and office management as it relates to business affairs. Although the Business Administrator must have an understanding of vocational education and must be able to relate to its goals and objectives, this member of the Management Team should, however, have previous business experience preferably in the accounting and/or business management areas. The Business Administrator is a very highly technical position and should

Business Administrator should be a person with a background in business affairs, not a person with an education background.

be filled by a person who understands and has worked in business: this should not be a training field for a person with a general educational background. The Business Administrator will increasingly assume a leadership role in developing educational planning, and projecting financial costs, providing financial management, and assuring fiscal accountability for the vocational school's programs and goals.

Increased leadership role

There have been increased amounts of business affairs funcions placed on the Vocational Director over the last ten years. The Vocational Directors, as well as other administrators, indicated that the Business Administrator was very much needed in their vocational schools.

Most help needed in Business Affairs

The complexity and scope of services offered in today's vocational schools require great insight and great abilities to handle duties and responsibilities in business administration. The U.S. Office of Education recommends a design (shown in Figure 1) of a Business Administrator. This highly-used design must be adjusted to meet the needs of the various vocational schools within the State, according to the size of the vocational school operation.

FIGURE 1

SCHOOL BUSINESS ADMINISTRATOR

Supervisor or Director of Buildings and Grounds	Supervisor or Director of Financial Affairs	Supervisor or Director of Transportation	Supervisor or Director of School Lunch Service	Supervisor or Director of Noncertified Personnel
Operation of Plant Maintenance of Plant Plant Planning and Construction Community Usage of Schools Architectural Service	Budgeting Department Accounting Department Reporting Payrolls Purchasing Inventory and Stores Insurance Investment and Capital Fund Management Extra Classroom Funds	Operation Maintenance of Vehicles Scheduling and Policies Driver Training Extracurricular and Field Trip Usage	Operation of Cafeterias Food Purchasing Menu Planning Related Nutrition Education Teen-Age Canteens Extracurricular Food Services at Games, etc.	Clerical Job Training Personnel Policies

POSITION TITLE: Business Administrator

QUALIFICATIONS:

1. Education - Minimum of an Associate Degree in Business Management or Accounting

2. Experience - Five years experience in Business Management or Accounting, including at least one year in a supervisory capacity.

GOAL: To administer the business affairs of the school so that the best possible educational services are provided with the financial resources available.

DUTIES AND RESPONSIBILITIES:

A. Fiscal Affairs

1. Prepares annual institutional budget.
2. Deposits funds in bank.
3. Monitors institutional budget expenditures.
4. Monitors departmental and/or program budget expenditures.
5. Issues checks to cover invoices.
6. Receives and maintains accurate records of incoming monies.
7. Issues payroll checks.
8. Prepares proposals and required reports to apply for local, State, Federal and special finding.
9. Arranges for and processes payments for equipment leasing.
10. Assists with financial audit.
11. Invoices business and industry for special courses.
12. Reviews and updates insurance coverage.
13. Obtains and studies comparative prices and quotations.
14. Prepares all bidding documents and specifications.
15. Answers correspondence relating to purchasing activities.
16. Prepares and analyzes all financial statements.

17. Prepares reports to staff concerning the status of their budgetary accounts to guard against overspending.

18. Maintains a continuous internal auditing program for all funds.

B. Auxiliary Services

1. Purchases and distributes instructional materials.

2. Purchases, distributes and arranges for maintenance of instructional equipment.

3. Purchases and distributes maintenance and security supplies.

4. Provides bookstore services for students.

5. Provides cafeteria services for students.

6. Writes and reviews bid specifications.

7. Purchases and distributes office supplies.

C. Personnel Administration

1. Schedules, supervises and evaluates business office personnel.

2. Meets with employees to discuss problems.

3. Supervises maintenance, custodial and food service personnel.

4. Screens, interviews and recommends personnel for employment.

5. Prepares and presents in-service training program.

D. Facilities

1. Provides for building and equipment maintenance.

2. Assists maintenance and custodial staff in emergency situations.

3. Plans and maintains an inventory of property.

4. Leases, or rents, "Quick-Start" facilities.

5. Monitors building security.

E. Financial Aid and Special Programs

1. Receives financial aid funds.

2. Provides services and maintains files for CETA students.

3. Compiles necessary statistical data on financial aid funds.

4. Submits claims for refunds on sales and fuel taxes.

F. Admissions, Registration and Records

1. Collects student fees.

2. Recommends new accounting methods as desirable and necessary.

G. Counseling, Advising and Research

1. Advises the Vocational Director on the school budget and other financial questions.

2. Assists in preparation of self-study for accreditation.

3. Assists in preparation of annual report for Southern Association of Colleges and Schools.

H. Educational Program

1. Prepares budgets for special programs.

2. Monitors budget expenditures for special programs.

3. Completes reprots for special programs.

4. Negotiates contracts involving special programs.

I. Public Relations

1. Interprets the financial position of the district to the community at large.

2. Responds to telephone inquiries about the school.

J. Board

1. Reconciles all bank accounts maintained by the board.

2. Apprises Board of new financial rules, regulations, and policies.

K. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Coordinator of Off Campus Programs

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To provide leadership in the development and improvement of the off-campus instructional program.

DUTIES AND RESPONSIBILITIES:

A. Educational Program

1. Determines community and industrial needs for short-term courses.
2. Schedules off-campus courses.
3. Recommends personnel for special programs, such as apprenticeship, "Quick-Start", and consumer education.
4. Develops and coordinates special evening short-term educational programs.
5. Develops and evaluates curricular programs.
6. Prepares and monitors budgets.
7. Completes reports for special programs.
8. Assists staff in the selection and use of instructional materials and equipment.
9. Articulates programs with neighboring institutions.
10. Supervises and coordinates regular instructional programs.
11. Assigns teaching responsibilities.

B. Personnel Administration

1. Screens, interviews and recommends personnel for employment.
2. Schedules, supervises and evaluates employees.
3. Meets with employees to discuss problems.
4. Serves as a staff resource person.

5. Prepares and presents pre-service training programs.

6. Maintains personnel records.

7. Collects and submits documentation for instructor certification.

8. Develops and administers personnel rules and regulations.

9. Assigns and supervises substitute or temporary employees.

D. Fiscal Affairs

1. Prepares budget.

2. Monitors budget expenditures.

3. Prepares proposals and reports to apply for local, State, Federal or special funding.

4. Prepares and submits payroll information for part-time employees.

5. Invoices students and collects fees.

6. Invoices business and industry for special courses.

7. Prepares and submits payroll information for full-time employees.

D. Admissions, Registration and Records

1. Registers students.

2. Receives and processes student admissions applications.

3. Certifies students for graduation.

4. Prepares and monitors registration schedule.

5. Compiles student attendance reports.

6. Prepares and monitors room utilization schedule.

E. Public Relations

1. Responds to telephone inquiries for school information.

2. Responds to written requests for school information.

3. Keeps community informed of school activities.

4. Participates in community related activities.

5. Visits local high schools.

6. Develops flyers or brochures on course offerings.

7. Writes and edits news releases.

F. Students

1. Evaluates and reports student progress.

2. Monitors student attendance.

3. Meets with students to discuss problems.

4. Enforces student discipline policies.

5. Coordinates and conducts student orientation programs.

6. Conducts graduation exercises.

G. Counseling, Advising and Research

1. Prepares and submits required State and Federal reports.

2. Assists in preparation of self-study for accreditation.

3. Works with business and industry to facilitate student placement.

4. Supervises and maintains student records.

5. Assists in preparation of annual Southern Association of Colleges and Schools report.

6. Collects and reports placement and completion information.

H. Auxiliary Services

1. Order and distribute instructional materials.

2. Orders, distributes and arranges for maintenance of instructional equipment.

3. Provides bookstore services for students.

4. Writes and reviews bid specifications.

I. Facilities

1. Plans and maintains an inventory of property, equipment and materials.

2. Provides for maintenance on buildings and equipment.

3. Leases or rents CETA facilities.

4. Plans and recommends the use of facilities and equipment in the school.

J. Financial Aid and Special Programs

1. Prepares budgets and submits reports for CETA funds.

2. Provides services and maintains files for CETA students.

3. Assist students in filing for financial aid in the form of Basic Educational Opportunity Grants, Work Study and Vocational Rehabilitation programs.

K. Board

1. Develops short and long range plans for school operations.

2. Prepares special reports to the Board.

3. Attends Board and Committee meetings.

L. Performs Other Duties as Assigned By Immediate Supervisor.

POSITION TITLE: Job Placement and Follow-Up Specialist

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To locate potential employers in the job market and to assist students in making the occupational choices that will lead them to meaningful and rewarding work.

DUTIES AND RESPONSIBILITIES:

A. Counseling, Advising and Research

1. Provides job placement services.
2. Works with business and industry on student placement.
3. Provides career counseling.
4. Collects and reports information on completions and placements.
5. Collects and reports student follow-up data.
6. Prepares and submits required State and Federal reports.
7. Counsels students with personal, financial, or discipline problems.
8. Assists in preparation of self-study for accreditation.
9. Supervises and maintains student records.
10. Provides academic advising.
11. Conducts institutional research studies.

B. Financial Aid and Special Programs

1. Explains financial aid programs to students.
2. Assists students in filing for financial aid programs, such as Basic Educational Opportunity Grants, Work Study, Vocational Rehabilitation and Veteran's benefits.
3. Provides services and maintains files for VA students.

4. Provides services and maintains files for CETA students.

5. Prepares budgets and submits reports for CETA funds.

C. Public Relations

1. Responds to telephone inquiries concerning the school and its programs.

2. Participates in community related activities.

3. Responds to written requests for school information.

4. Keeps community informed of school activities.

5. Arranges and conducts tours.

6. Prepares radio or television spot commercials.

7. Writes and edits news releases.

8. Participates in P.R.O.B.E. and college days activities.

D. Admissions, Registration and Records

1. Interviews prospective students.

2. Compiles student attendance reports.

E. Students

1. Meets with students to discuss problems.

2. Coordinates and conducts student orientation programs.

3. Monitors student attendance.

4. Coordinates and conducts extracurricular activities.

F. Personnel Administration

1. Serves as a staff resource person.

2. Screens, interviews, and recommends personnel for employment.

G. Educational Program

1. Evaluates and develops curricular programs.

2. Develops and coordinates Co-op and OJT programs.

3. Coordinates field trips.

4. Engages in innovative and research oriented projects.

H. Fiscal Affairs

1. Prepares proposals and reports required to apply for local, State, Federal or special funding.

2. Invoices students and collects fees.

3. Monitors departmental and program budget expenditures.

I. Board

1. Prepares special reports for the Board.

2. Develops short and long range plans for school operations.

3. Attends Board and Committee meetings.

J. Facilities

1. Assists maintenance and custodial staff in emergency situations.

2. Plans and recommends use of school facilities and equipment.

K. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Admissions Coordinator/Registrar

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To assume responsibility for the recruitment, screening and admission of those students who can profit from the vocational education experience.

DUTIES AND RESPONSIBILITIES:

A. Admissions, Registration and Records

1. Tests prospective students.
2. Interviews prospective students.
3. Evaluates prospective students.
4. Registers students.
5. Receives and processes student admissions applications.
6. Enforces school regulations on student attendance.
7. Works with admissions committee and notifies students of admissions status.
8. Prepares and monitors registration schedule.
9. Prepares and monitors room utilization schedule.
10. Reviews and revises admissions standards.
11. Prepares student transcripts and maintains permanent records.
12. Notifies students of probationary or suspension status.
13. Issues grade reports.
14. Develops annual school calendar.
15. Certifies students for graduation.

B. Counseling, Advising and Research

1. Provides career counseling.

2. Counsels students with personal, financial, or discipline problems.

3. Provides academic advising.

4. Collects and reports information on completions and placements.

5. Prepares and submits required State and Federal reports.

6. Projects student enrollment.

7. Assists in preparation of annual report for the Southern Association of Colleges and Schools.

8. Assists in preparation of self-study for accreditation.

C. Students

1. Meets with students to discuss problems.

2. Monitors students attendance.

3. Evaluates and reports student progress.

4. Enforces student discipline policies.

5. Coordinates services for special needs students.

6. Coordinates and advises student organizations.

7. Conducts and coordinates extracurricular activities.

8. Organizes and conducts student assemblies.

D. Public Relations

1. Visits local high schools.

2. Responds to telephone inquiries about the school and its programs.

3. Arranges and conducts tours.

4. Responds to written requests for school information.

5. Keeps community informed of school activities.

6. Participates in community related activities.

7. Prepares school catalog.

8. Prepares student handbook.

9. Participates in P.R.O.B.E. and college days activities.

10. Conducts "open house" for the school.

11. Develops flyers or brochures on course offerings.

E. Fiscal Affairs

1. Invoices students and collects fees.

2. Prepares budgets.

3. Monitors budget expenditures.

4. Reviews and updates insurance coverage.

5. Receives and maintains accurate records of incoming monies.

6. Prepares proposals and reports required for local, State, Federal and special funding.

F. Board

1. Prepares special reports for the Board.

2. Develops short and long range plans for school operations.

3. Apprises Board of laws, rules, regulations and policies.

G. Educational Program

1. Engages in innovative and research oriented projects.

2. Prepares and monitors budgets and completes reports for special programs.

H. Auxiliary Services

1. Orders and distributes office supplies.

2. Arranges for health services for students.

I. Financial Aid and Special Programs

1. Explains financial aid programs to students.

2. Assists students in filing for financial aid.

J. Personnel Administration

1. Meets with employees to discuss problems.

2. Serves as a staff resource person.

K. Facilities

1. Plan and recommend the use of school facilities and equipment.

2. Plan and maintain an inventory of property, equipment and materials.

L. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Instructional Supervisor

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To develop, modify and implement educational programs which meet both the instructional objectives of the vocational area and the needs of the students.

DUTIES AND RESPONSIBILITIES:

A. Educational Program

1. Supervises and coordinates regular instructional programs.
2. Assists staff in the selection and use of instructional materials and equipment.
3. Evaluates existing curricular programs.
4. Develops new curricular programs.
5. Develops and coordinates special, evening and short term educational programs.
6. Monitors safety and housekeeping practices in classroom, laboratory and shop areas.
7. Screens, interviews and recommends personnel for special programs.
8. Determines community and industrial needs for short-term courses.
9. Assumes teaching responsibilities, as assigned.
10. Demonstration teaches to introduce new instructional methods, materials and equipment.
11. Articulates programs with neighboring institutions.
12. Engages in innovative and research oriented projects.
13. Coordinates field trips.

B. Personnel Administration

1. Schedules, supervises and evaluates instructional staff.

2. Assigns and supervises substitute and temporary employees.

3. Meets with staff to discuss problems.

4. Serves as a staff resource person on instructional methods, equipment and materials.

5. Processes personnel grievances.

6. Screens, interviews and recommends personnel for employment.

7. Prepares and presents in-service programs.

8. Prepares and presents pre-service programs.

9. Develops and administers personnel rules and regulations.

10. Maintains confidential personnel records.

11. Collects and submits documentation for instructor certification.

C. Students

1. Meets with students to discuss problems.

2. Evaluates and reports student progress.

3. Coordinates services for special needs students.

4. Conducts and coordinates student orientation programs.

5. Enforces student discipline problems.

6. Advises and coordinates student organizations.

7. Conducts graduation exercises.

D. Counseling, Advising and Research

1. Counsels students with personal, financial or discipline problems.

2. Provides academic counseling.

3. Provides career counseling.

4. Conducts institutional research studies.

5. Prepares and submits required State and Federal reports.

6. Supervises and maintains student records.

7. Provides job placement services.

8. Works with business and industry to develop student placements.

9. Projects student enrollment.

10. Assists in preparation of annual report for Southern Association of Colleges and Schools.

11. Assists in preparation of self-study for accreditation.

E. Admissions, Registration and Records

1. Interviews prospective students.

2. Registers students.

3. Prepares student transcripts and maintains permanent records.

4. Prepares and monitors registration schedule.

5. Works with admissions committee and notifies students of admissions status.

6. Certifies students for graduation.

7. Reviews and revises admissions standards.

8. Prepares and monitors room utilization schedule.

9. Enforces school regulations on student attendance.

10. Notifies students of probationary or suspension status.

11. Maintain anecdotal records.

F. Public Relations

1. Responds to telephone inquiries concerning the school and its programs.

2. Participates in community related activities.

3. Develop flyers or brochures on course offerings.

4. Conducts and reports accident investigations.

5. Distributes and maintains instructional equipment.

6. Writes and reviews bid specifications.

G. Facilities

1. Arranges for building and equipment maintenance.

2. Plans and maintains an inventory of property, equipment and materials.

3. Plans and recommends use of school facilities and equipment.

4. Assists maintenance and custodial staff in emergency situations.

H. Financial Aid and Special Programs

1. Prepares budgets and submits reports for VA funds.

2. Provides services and maintains files for CETA students.

I. Fiscal Affairs

1. Prepares departmental and program budgets.

2. Monitors institutional budget expenditures.

3. Prepares and submits payroll information for part-time employees.

4. Prepares proposals and reports required for local, State, Federal and special funding.

J. Board

1. Develops short and long range plans for school operations.

2. Prepares special reports to the Board.

K. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Media Specialist

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To enrich and expand the vocational curriculum by providing students with diversified educational materials.

DUTIES AND RESPONSIBILITIES:

A. Educational Program

1. Assists staff in the selection and use of audio-visual materials and equipment.
2. Previews and evaluates new and existing audio-visual materials and equipment.
3. Produces new audio-visual materials to complement the instructional program.
4. Assists departmental groups and curriculum workshops in the development of new approaches to instruction.
5. Determines audio-visual needs for short-term courses for business and industry.

B. Auxiliary Services

1. Purchases and distributes audio-visual instructional materials.
2. Purchases, distributes and maintains audio-visual equipment.
3. Writes and reviews bid specifications.

C. Personnel Administration

1. Develops and conducts in-service programs for professional personnel on the use of audio-visual materials.
2. Provides guidance to teachers and administrators in their own creation and preparation of audio-visual materials.
3. Issues lists of available audio-visual materials to interested personnel.

POSITION TITLE: Recruiter/Information Specialist

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To generate the interest of the community at large in the school and its programs and to attract new students.

DUTIES AND RESPONSIBILITIES:

A. Public Relations

1. Responds to telephone inquiries about the school and its programs.
2. Responds to written requests for school information.
3. Arranges and conducts tours.
4. Assists in the publication of a school newspaper.
5. Keeps community informed of school activities.
6. Visits local high schools and speaks on the school and its programs.
7. Develops flyers or recruitment brochures on course offerings.
8. Participates in P.R.O.B.E. and college days activities.
9. Prepares the school catalog.
10. Writes new releases.
11. Sends news releases about the school and its activities to the various news media.
12. Participates in community related activities.
13. Prepares radio or television spot commercials.
14. Serves as liaison officer between the school and the news media.

B. Personnel Administration

1. Prepares and presents pre-service training programs.

2. Prepares and presents in-service programs.

C. Counseling, Advising and Research

1. Assists in preparation of self-study for accreditation.

2. Advises the Vocational Director, upon request, on the probable public relations consequences relating to changes in existing programs and policies.

3. Plans and supervises public opinion surveys concerning the school and/or current educational issues.

4. Assists the Vocational Director in explaining public opinions to the staff.

D. Fiscal Affairs

1. Prepares budget.

2. Prepares and submits payroll information for part-time employees.

3. Prepares proposals and reports required for local, Federal, State and special funding.

4. Monitors budget expenditures.

E. Facilities

1. Plans and maintains an inventory of property, equipment and materials.

2. Plans and recommends use of facilities and equipment in the school.

F. Board

1. Prepares and presents special reports to the Board.

2. Attends Board and committee meetings.

G. Educational Program

1. Articulates programs with neighboring institutions.

2. Cooperates with the sponsors of regional and national competitions in publicizing and encouraging student participation.

3. Advises the Vocational Director on community and industrial needs for short-term courses.

H. Admissions, Registration and Records

1. Assists in the development of the annual school calendar.

I. Auxiliary Services

1. Writes and reviews public relations bid specifications.

2. Serves, upon request, as speech writer for Board officers or the Vocational Director.

J. Students

1. Coordinates alumni activities.

2. Coordinates and conducts student orientation programs.

K. Financial Aid and Special Programs

1. Explains financial aid programs to students and the public.

2. Assists students in filing for financial aid.

L. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Off Campus Specialist

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To extend the benefits of vocational education to as wide a section of the community as is interested in and in need of vocational education.

DUTIES AND RESPONSIBILITIES:

A. Educational Programs

1. Supervises and coordinates instructional programs.
2. Develops and coordinates adult and summer educational programs.
3. Schedules off-campus courses.
4. Evaluates and develops curricular programs.
5. Screens, interviews, and recommends personnal for special programs, such as emergency medical technician, apprenticeship, "Quick Start" and consumer education.
6. Maintains library materials.
7. Articulates programs with neighboring institutions.
8. Coordinates field trips.
9. Determines community and industry needs for short-term courses.
10. Covers classes during emergencies.

B. Admissions, Registration and Records

1. Receives and processes student admissions applications.
2. Tests prospective students.
3. Works with admissions committee and notifies students of admission status.
4. Reviews and revises admissions standards.

5. Prepares and monitors registration schedule.

6. Registers students.

7. Notifies students of probationary or suspension status.

8. Certifies students for graduation.

9. Compiles student attendance reports.

10. Prepares student transcripts and maintains permanent records.

11. Develops annual school calendar.

C. Students

1. Evaluates and reports students progress.

2. Coordinates and conducts student orientation programs.

3. Meets with students, on an individual basis, to discuss problems.

4. Enforces student discipline policies.

D. Counseling, Advising and Research

1. Provides academic advising.

2. Collects and reports student follow-up data.

3. Assists in preparation of annual report for Southern Association of Colleges and Schools.

4. Projects student enrollment.

5. Conducts institutional research studies.

6. Prepares and submits required State and Federal reports.

E. Personnel Administration

1. Screens, interviews and recommends personnel for employment.

2. Collects and submits documentation for instructor certification.

3. Prepares and presents in-service programs.

4. Develops and administers personnel rules and regulations.

F. Fiscal Affairs

1. Invoices students and collects fees.

2. Invoices business and industry for special courses.

3. Prepares budget.

4. Prepares proposals and reports to apply for local, State, Federal, and special funding.

5. Receives and maintains accurate records of incoming monies.

G. Facilities

1. Plans and maintains an inventory of property, equipment and materials.

2. Plans and recommends use of school facilities and equipment.

H. Auxiliary Services

1. Orders, distributes and maintains instructional equipment.

2. Orders and distributes instructional materials.

3. Orders and distributes office supplies.

I. Public Relations

1. Responds to requests for school information.

2. Keeps community informed of school activities.

3. Participates in community related activities.

4. Prepares radio or spot television commercials.

J. Financial Aid and Special Programs

1. Maintains financial aid files.

2. Explains financial aid programs to students.

K. Board

1. Develops short and long range plans for school operations.

2. Prepares special reports for the Board.

L. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Branch Campus Supervisor

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To organize and supervise the branch campus programs using objectives which are consistent with the overall objectives of the main campus.

DUTIES AND RESPONSIBILITIES:

A. Educational Programs

1. Supervises and coordinates instructional programs.
2. Assists staff in the selection and use of instructional materials and equipment.
3. Screens, interviews and recommends personnel for special programs.
4. Prepares and monitors budgets and completes reports for special programs.
5. Determines community and industry needs for short-term courses.
6. Schedules off-campus courses.
7. Engages in innovative and research oriented projects.
8. Develops and coordinates adult and summer educational programs.
9. Articulates programs with neighboring institutions.
10. Evaluates and develops curricular programs.
11. Maintains library materials.
12. Engages in demonstration teaching.
13. Covers classes during emergencies.

B. Counseling, Advising and Research

1. Counsels students with personal, financial or discipline problems.
2. Assists in preparation of self-study for accreditation.
3. Provides career counseling.
4. Provides academic advising.
5. Assists in preparation of annual report for the Southern Association of Colleges and Schools.
6. Provides job placement services.
7. Works with business and industry on student placement.
8. Collects and reports information on completions and placements.
9. Collects and reports student follow-up data.
10. Projects student enrollment.

C. Admissions, Registration and Records

1. Interviews prospective students.
2. Works with Admissions Committee and notifies students of admissions status.
3. Registers students.
4. Enforces school regulations on student attendance.
5. Notifies students of probationary or suspension status.
6. Prepares and monitors registration schedule.
7. Maintains anecdotal records.
8. Reviews and revises admissions standards.
9. Compiles student attendance reports.
10. Prepares and monitors room utilization schedule.

D. Personnel Administration

1. Schedules, supervises and evaluates employees.
2. Screens, interviews, and recommends personnel for employment.

3. Prepares and presents in-service programs.

4. Meets with employees about problems.

5. Maintains personnel records.

6. Collects and submits documentation for instructor certification.

E. Students

1. Meets with students to discuss problems.

2. Monitors student attendance.

3. Coordinates services for special needs students.

4. Enforces student discipline policies.

5. Evaluates and reports student progress.

6. Conducts graduation exercises.

F. Facilities

1. Plans and recommends use of school facilities and equipment.

2. Arranges for building and equipment maintenance.

3. Assists maintenance and custodial staff in emergency situations.

4. Plans and maintains an inventory of property, equipment and materials.

5. Arranges for and monitors security.

G. Public Relations

1. Responds to telephone inquiries about school and its programs.

2. Develops flyers or brochures on course offerings.

3. Arranges and conducts tours.

4. Keeps community informed of school activities.

5. Conducts "Open House" for the school

6. Writes news releases.

H. Fiscal Affairs

1. Prepares and submits payroll information for part-time employees.
2. Receives and maintains accurate records of incoming monies.
3. Prepares funds for bank deposit.
4. Prepares annual budget.
5. Monitors budget expenditures.
6. Assists with financial audit.
7. Arranges for equipment lease.

I. Auxiliary Services

1. Provides bookstore services for students.
2. Orders and distributes instructional materials.
3. Orders, distributes and arranges for maintenance of instructional equipment.
4. Orders and distributes office supplies.
5. Provides health services for students.
6. Prepares safety, fire, evacuation and tornado plans.
7. Conducts and reports accident investigations.

J. Financial Aid and Special Programs

1. Explains financial aid programs to students.
2. Provides services and maintains files for CETA students.
3. Receives and distributes financial aid funds.
4. Prepares budgets and submits reports for CETA funds.

K. Board

1. Develop short and long range plans for school operations.

L. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Registrar/Financial Aid Coordinator

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnal

GOAL: To enable all students to utilize their educational opportunities to the fullest by eliminating, as far as possible, admissions and financial barriers.

DUTIES AND RESPONSIBILITIES:

A. Admissions, Registration and Records

1. Prepares and monitors registration schedule.
2. Registers students.
3. Receives and processes student admissions applications.
4. Issues grade reports.
5. Prepares student transcripts and maintains permanent records.
6. Develops annual school calendar.
7. Reviews and revises admissions standards.
8. Certifies students for graduation.

B. Financial Aid and Special Programs

1. Explains financial aid programs to students.
2. Assists students in filing for financial aid.
3. Maintains financial aid files.
4. Receives and distributes financial aid funds.
5. Provides services and maintains files for VA students.
6. Prepares and submits financial aid reports.
7. Prepares budgets and submits reports for VA funds.
8. Certifies enrollment for Guaranteed Student Loans and Georgia Incentive Scholarships.

9. Provides services and maintains files for CETA students.

10. Prepares budgets and submits reports for CETA funds.

C. Counseling, Advising and Research

1. Collects and reports information on completions, placements and terminations.

2. Collects and reports student follow-up data.

3. Prepares and submits required State and Federal reports.

4. Supervises and maintains student records.

5. Counsels students with personal, financial and discipline problems.

6. Projects student enrollment.

7. Assists in preparation of self-study for accreditation.

8. Assists in preparation of annual report for Southern Association of Colleges and Schools.

9. Provides academic advising.

D. Fiscal Affairs

1. Invoices students and collects fees.

2. Prepares and submits payroll information for part-time employees.

3. Prepares budget.

4. Monitors budget expenditures.

5. Invoices business and industry for special courses.

6. Receives and maintains accurate records of incoming monies.

7. Assists with financial audit.

E. Public Relations

1. Responds to telephone inquiries about the school.

2. Responds to written requests for school information.

3. Keeps community informed of school activities.

4. Participates in community related activities.

5. Visits local high schools.

6. Arranges and conducts tours.

7. Participates in P.R.O.B.E. and College days activities.

8. Develops flyers or brochures on course offerings.

9. Prepares a student handbook.

10. Prepares a school catalog.

F. Students

1. Meets with students to discuss problems.

2. Monitors student attendance.

3. Coordinates services for special needs students.

4. Evaluates and reports student progress.

G. Personnel

1. Schedules, supervises and evaluates employees.

2. Meets with employees to discuss problems.

3. Screens, interviews and recommends personnel for employment.

H. Board

1. Prepares special reports for the Board.

2. Apprises Board of laws, rules, regulations and policies affecting governmental funding.

I. Auxiliary Services

1. Orders and distributes office supplies.

J. Facilities

1. Plans and maintains an inventory of property, equipment and materials.

2. Plans and recommends use of school facilities and equipment.

K. Educational Program

1. Prepares and monitors budgets and completes reports for special programs.

2. Articulates programs with neighboring institutions.

L. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Special Needs Specialist

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To coordinate and facilitate instructional programs for special needs students in the least restrictive environment.

DUTIES AND RESPONSIBILITIES:

A. Students

1. Coordinates services for special needs students.
2. Meets with special needs students to discuss problems.
3. Evaluates and reports student progress.
4. Enforces student discipline policies.
5. Coordinates and conducts student orientation programs.
6. Monitors student attendance.

B. Educational Program

1. Assists Staff in the selection and use of instructional materials and equipment.
2. Supervises and coordinates regular instructional programs to accommodate special needs students.
3. Evaluates personnel for special programs.
4. Articulates programs with neighboring institutions.
5. Covers classes during emergencies.
6. Evaluates and develops curricular programs.
7. Prepares and monitors budgets.
8. Completes reports for special programs.
9. Engages in innovative and research oriented projects.

C. Counseling, Advising and Research

1. Counsels students with personal, financial, or discipline problems.
2. Provides academic advising.
3. Prepares and submits required State and Federal reports.
4. Assists in preparation of self-study for accreditation.
5. Collects and reports student follow-up data.
6. Supervises and maintains student records.
7. Provides job placement services.
8. Collects and reports information on completions and placements.
9. Provides career counseling.
10. Assists in preparation of the annual report for the Southern Association of Colleges and Schools.
11. Works with business and industry to secure student placements.

D. Public Relations

1. Visits local high schools.
2. Keeps community informed of school activities.
3. Responds to requests for school information.
4. Responds to telephone inquiries.
5. Arranges and conducts tours.
6. Participates in community related activities.
7. Participates in P.R.O.B.E. and college days activities.
8. Develops flyers and brochures on course offerings.

E. Admissions, Registration and Records

1. Receives and processes student admissions applications.
2. Works with admissions committee and notifies students of admission status.

3. Compiles student attendance reports.

4. Evaluates prospective students.

5. Interviews prospective students.

6. Enforces school regulations on school attendance.

F. Personnel Administration

1. Serves as staff resource person.

2. Prepares and presents in-service programs.

3. Prepares and presents pre-service training programs.

G. Facilities

1. Plans and maintains an inventory of property, equipment and materials.

2. Plans and recommends the use of school facilities and equipment.

3. Arrange equipment maintenance.

4. Assists maintenance and custodial staff in emergency situations.

H. Auxiliary Services

1. Orders, distributes and maintains instructional equipment.

2. Orders and distributes instructional materials.

3. Orders and distributes maintenance and security supplies.

4. Prepares safety, fire evacuation, and tornado plans.

5. Conducts and reports accident investigations.

I. Fiscal Affairs

1. Monitors budget expenditures.

2. Prepares proposals and reports required to apply for local, State, Federal or special funding.

3. Invoices students and collects fees.

4. Invoices business and industry for special courses.

J. Financial Aid and Special Programs

1. Explains financial aid programs to students.

2. Assists students in filing for financial aid.

3. Provides services and maintains files for CETA students.

K. Board

1. Develops short and long range plans for school operations.

L. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Coordinator of Staff Development

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To plan, coordinate and supervise a program of staff development which enhances the morale of school personnel, promotes the overall efficiency of the school, and maximizes the educational opportunities for students.

DUTIES AND RESPONSIBILITIES:

A. Personnel Administration

1. Schedules, supervises and evaluates employees.
2. Meets with employees to discuss problems.
3. Prepares and presents in-service programs.
4. Prepares and presents pre-service training programs.
5. Serves as a staff resource person.
6. Develops and administers personnel rules and regulations.
7. Assigns and supervises substitute or temporary employees.
8. Screens, interviews and recommends personnel for employment.
9. Processes personnel grievances.
10. Prepares teacher handbook.

B. Educational Program

1. Evaluates and develops curricular programs.
2. Engages in innovative and research oriented educational projects.
3. Prepares and monitors budgets and completes reports for special programs.
4. Assists staff in the selection and use of instructional materials and equipment.
5. Articulates programs with neighboring institutions.
6. Covers classes during emergencies.

C. Counseling, Advising and Research

1. Assists in preparation of self-study for accreditation.

2. Counsels staff with personal, budgetary and instructional problems.

3. Prepares and submits required State and Federal reports.

4. Consults with administrators on personnel matters.

5. Advises employees on benefit programs, retirement plans, leaves of absence, and health and disability insurance.

6. Conducts research on personnel, including salary research, studies of staff characteristics, and professional standards.

D. Students

1. Coordinates services for special needs students.

E. Public Relations

1. Responds to inquiries about staff development.

2. Responds to written requests for staff development information.

3. Participates in community related activities.

4. Participates in workshops, committees and conferences on staff development.

F. Fiscal Affairs

1. Prepares departmental and program budgets.

2. Prepares and submits payroll information for part-time employees.

3. Monitors departmental and program budget expenditures.

4. Prepares proposals and required reports for local, State, Federal and special funding.

G. Board

1. Develops short and long range plans for school operations.

H. Facilities

1. Plans and recommends use of school facilities and equipment.

I. Auxiliary Services

1. Conducts and reports accident investigations.

2. Develops and maintains personnel handbook for non-professional employees.

J. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Recreation Director

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To provide a wide range of recreational activities of a primarily physical nature appropriate to the needs and interests of the school population.

DUTIES AND RESPONSIBILITIES:

A. Service as Recreation Director

1. Instructs and coaches students in group activities, such as sports and games.
2. Supervises athletic contests.
3. Supervises maintenance of activity areas, such as locker rooms and playing fields.
4. Plans and arranges entertainment and other school-based recreational activities.
5. Maintains activity records based on type of activity, number of participants, etc.
6. Maintains supply and equipment storage areas.
7. Enforces discipline and encourages sportsmanlike behavior.
8. Prepares requisitions for and/or recommends purchase of equipment and supplies.

B. Auxiliary Services

1. Schedules athletic and intramural events to derive maximum use of available facilities.
2. Supervises athletic and other recreational activities.
3. Conducts and reports accident investigations.
4. Prepares safety, fire evacuation, and tornado plans.

C. Public Relations

1. Keeps community informed of school activities.

2. Assists in the publication of a school yearbook.

3. Serves as liaison between the school and the news media regarding recreational activities.

4. Responds to telephone inquiries about the school's recreational program.

D. Students

1. Coordinates extracurricular activities with school calendar.

2. Conducts extracurricular activities.

3. Meets with student council.

4. Meets with student to discuss problems.

5. Coordinates services for special needs students.

E. Admissions, Registration and Records

1. Prepares and monitors room utilization schedule.

F. Facilities

1. Arranges for building and equipment maintenance.

2. Plans and recommends use of school facilities and equipment.

3. Assists maintenance and custodial staff in emergency situations.

G. Counseling, Advising and Research

1. Conducts continuous evaluation of program activities through surveys, polls and evaluation ratings, by participants.

2. Researches professional developments in the recreational field.

H. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Coordinator of Financial Aid

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To coordinate governmental programs that assist students in pursuing opportunities in vocational education.

DUTIES AND RESPONSIBILITIES:

A. Financial Aid and Special Programs

1. Explains financial aid programs to students.
2. Assists students in filing for financial aid.
3. Receives and distributes financial aid funds.
4. Provides services and maintains files for VA students.
5. Maintains financial aid files.
6. Prepares and submits financial aid reports.
7. Prepares and submits reports for VA funds.
8. Provides services and maintains files for CETA students.
9. Prepares budgets and submits reports for CETA funds.

B. Public Relations

1. Responds to telephone inquiries about the school and its programs.
2. Responds to written requests for school information.
3. Arranges and conducts tours.
4. Visits local high schools.
5. Participates in P.R.O.B.E. and college days activities.
6. Prepares school catalog.
7. Prepares student handbook.

C. Fiscal Affairs

1. Assists with financial audit.

D. Personnel Administration

1. Schedules, supervises and evaluates employees.

2. Screens, interviews and recommends personnel for employment.

E. Board

1. Prepares special reports for the Board.

2. Apprises Board of laws, rules, regulations, and policies affecting financial aid.

F. Students

1. Coordinates services for special needs students.

2. Meets with students to discuss problems.

G. Counseling, Advising and Research

1. Assists in preparation of annual report for Southern Association of Colleges and Schools.

2. Counsels students with personal and financial problems.

H. Educational Program

1. Articulates financial aid programs with neighboring institutions.

I. Admissions, Registration and Records

1. Works with Admissions Committee and notifies students of admissions status.

2. Receives and processes student admissions applications.

J. Facilities

1. Plans and recommends use of school facilities and equipment.

K. Performs Other Duties as Assigned by Immediate Supervisor

CHAPTER IV

JOB PROFILES FOR SECRETARIAL/CLERICAL/ACCOUNTING PERSONNEL

The following pages contain job profiles for the secretarial, clerical and accounting staff. Each job profile indicates the current status profile, as well as the desired/future profile. Both the broad functions and the specific tasks performed by secretarial, clerical and accounting personnel are listed in descending order, based on the actual amount of time spent by personnel performing these jobs. The following job profiles are provided:

- Executive Secretary
- Business Office Manager
- Bookstore Manager
- Accounting/Purchasing Clerk
- Secretary
- Typist
- Receptionist/Typist
- Switchboard Operator
- Clerk/Typist

POSITION TITLE: Executive Secretary

QUALIFICATIONS:
1. Education - Graduation from secretarial or clerical program at area vocational-technical school or junior college, plus 55 wpm typing and 90 wpm shorthand skills
or
2. Experience - Five years' successful administrative secretarial experience

GOALS: To assist and relieve the Vocational Director of paperwork and office operations; to serve as liaison between the Directors office and all other departments within the school and the school system; and to delegate assignments to secretarial staff when necessary.

DUTIES AND RESPONSIBILITIES:

A. Stenographic

1. Types letters and memoranda.
2. Takes dictation.
3. Types reports and manuscripts.
4. Composes correspondence.
5. Types newsletters and news releases.
6. Types graphs, charts and tables.
7. Proofreads and corrects copy.
8. Types pre-printed forms.
9. Collects and compiles information for the Vocational Director.
10. Maintains and distributes minutes of meetings.
11. Maintains policy manuals and handbooks.
12. Serves as recording secretary for management team meetings.
13. Serves as recording secretary for administrative team meetings.

B. Supervising and Implementing

1. Plans and schedules general assignments for secretarial staff.
2. Meets with administrators and supervisors to obtain decisions and directions.

3. Composes administrative orders and written directions.

4. Orients employees and demonstrates equipment use and office procedures.

5. Interviews and/or tests applicants for office employment.

C. Receiving and Communicating.

1. Answers staff inquiries.

2. Receives and directs telephone calls.

3. Greets and directs visitors.

4. Places phone calls for Vocational Director.

5. Serves as liaison between Vocational Director and other secretarial/clerical/accounting staff.

D. Receiving and Disbursing Funds

1. Checks accuracy and completeness of expense reports.

2. Compiles and verifies data for preparation of payroll.

E. Maintaining and Processing Operating and Administrative Records

1. Records daily employee attendance and time card data.

2. Maintains school equipment inventory.

3. Maintains and types travel expense records.

4. Maintains inventory of office supplies and equipment.

5. Monitors office and departmental budgets.

6. Monitors institutional budget.

7. Collects and compiles data for governmental and other reports.

8. Maintains insurance records.

9. Prepares and maintains personnel records.

F. Clerical Activities

1. Operates photocopier.

2. Organizes, manages and updates filing system.

3. Files and retrieves materials.

4. Collates duplicated items.

5. Cleans and maintains office equipment.

6. Folds and binds printed materials.

G. Organizing, Planning and Coordinating

1. Schedules appointments and maintains Vocational Director's calendar.

2. Arranges conferences, meetings and special school functions.

3. Notifies and reminds participants of meetings.

4. Makes travel arrangements.

5. Reviews relevant information to enhance knowledge of the overall operations of the school.

6. Attends staff development programs.

H. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Business Office Manager

QUALIFICATIONS:

1. Education - Completion of program in accounting or business management at area vocational-technical school or junior college, plus typing skills

or

2. Experience - Three years experience in business management, accounting, or bookkeeping, including one year in a supervisory position

GOAL: To process the business affairs of the school so that the best educational services are provided from the available financial resources.

DUTIES AND RESPONSIBILITIES:

A. Accounting/Bookkeeping

1. Posts disbursements to general ledger.
2. Journalizes disbursements.
3. Compiles data and prepares financial reports or payments to governmental agencies.
4. Balances accounts.
5. Journalizes receipts.
6. Prepares financial statements.
7. Prepares administrative and financial reports.
8. Maintains special program accounts, such as "Quick-Start".
9. Maintains student activity accounts.
10. Maintains special school accounts.

B. Receiving and Disbursing Funds

1. Drafts budget estimates.
2. Writes and processes payroll and other checks.
3. Processes accounts receivable invoices.
4. Processes accounts payable invoices.
5. Processes check or cash payments and issues receipts.

6. Prepares and makes bank deposits.

7. Checks accuracy and completeness of expense reports.

8. Compiles and verifies data for preparation of payroll.

9. Manages petty cash account.

10. Distributes payroll.

11. Processes insurance claims.

C. Maintaining and Processing Operating and Administrative Records

1. Monitors office and departmental budgets.

2. Monitors institutional budget.

3. Collects and compiles data for governmental and tax reports or surveys.

4. Prepares and maintains personnel records.

5. Maintains travel expense records.

6. Maintains inventory of office supplies and equipment.

7. Maintains school equipment inventory.

8. Processes accident reports.

9. Maintains insurance records.

D. Clerical Activities

1. Prepare and process purchase orders and requisitions.

2. Organizes, manages, and updates filing system.

3. Operates photocopier.

4. Files and retrieves materials.

5. Cleans and maintains office equipment.

6. Receives incoming supplies and notifies vendors regarding shortages.

E. Stenographic

1. Types pre-printed forms.

2. Types accounting statements, analyses and summaries.

3. Acts as notary public.

4. Types letters, memoranda, envelopes and labels.

5. Composes reports.

F. Receiving and Communicating

1. Answers staff's inquiries on financial processes.

2. Receives and directs telephone calls.

G. Supervising and Implementing

1. Meets with Administrators to obtain directions or decisions.

2. Plans and schedules work assignments..

3. Monitors, audits and supervises the work of office personnel.

H. Handling Mail

1. Processes outgoing mail and packages.

2. Receives and distributes mail or deliveries.

I. Organizing, Planning and Coordinating

1. Arranges conferences, budget meetings and special school functions.

2. Schedules appointments.

J. Performs Other Duties as Assigned by Immediate Supervisor.

POSITION TITLE: Bookstore Manager

QUALIFICATIONS: 1. Education - High school diploma, with course work in accounting or distributive education preferred

GOAL: To secure, display and sells books and supplies which meet the students' needs.

DUTIES AND RESPONSIBILITIES:

A. Supervising and Implementing

1. Orients employees to bookstore operating procedures.
2. Meets with administrators and supervisors to obtain decisions and directions.
3. Composes administrative orders and written directions.
4. Secures quotations and prepares requests for books and supplies.
5. Supervises storage of books and supplies.

B. Receiving and Disbursing Funds

1. Drafts budget estimates for bookstore.
2. Balances bookstore cash accounts.
3. Processes bookstore accounts receivable invoices.
4. Processes bookstore accounts payable invoices.

C. Accounting and Bookkeeping

1. Prepares financial reports on bookstore operations for administrators.
2. Maintains authorized student accounts, such as CETA and vocational rehabilitation.

D. Clerical Activities

1. Sells and distributes books and supplies.
2. Prices and displays books and supplies.
3. Receives incoming bookstore supplies and notifies vendors regarding damage or shortages.

4. Prepares and processes bookstore purchase orders and requisitions.

5. Conducts periodic inventory of books and supplies on hand.

6. Operates photocopier.

7. Organizes, manages and updates bookstore filing system.

8. Fills supply requests.

9. Files and retrieves materials.

E. Handling Mail

1. Receives and distributes mail and deliveries.

2. Returns defective shipments and excess stock to suppliers.

F. Receiving and Communicating

1. Answers student inquiries.

2. Answers telephone inquiries.

3. Answers staff inquiries.

4. Maintains telephone log.

G. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Accounting/Purchasing Clerk

QUALIFICATIONS:

1. Education - High school diploma, plus one year course in accounting at vocational technical, business school, junior college or college and typing skills

or

2. Experience - One year of experience as an accounting clerk or bookkeeper

GOAL: To provide accurate and efficient bookkeeping records for the school and process purchase orders for supplies and equipment.

DUTIES AND RESPONSIBILITIES:

A. Receiving and Disbursing Funds

1. Processes checks or cash payments and issues receipts.
2. Prepares and makes bank deposits.
3. Writes and processes payroll checks.
4. Processes accounts payable invoices.
5. Compiles and verifies data for preparation of payroll.
6. Distributes payroll.
7. Processes account receivable invoices.
8. Manages petty cash account.
9. Checks accuracy and completeness of expense reports.
10. Assists in the administration of BEOG subsistence and other student aid.

B. Clerical Activities

1. Prepares and processes purchase orders.
2. Files and retrieves materials.
3. Operates photocopier.
4. Notifies vendors regarding shortages.
5. Organizes, manages and updates filing system.

6. Folds and binds materials.

C. Accounting/Bookkeeping

1. Journalizes receipts.

2. Maintains student accounts, such as CETA, vocational rehabilitation, etc.

3. Compiles data and prepares financial reports or payments to governmental agencies.

4. Posts disbursements to general ledger.

5. Prepares administrative financial reports.

6. Balances accounts.

D. Receiving and Communicating

1. Maintains telephone log.

2. Receives and directs telephone calls.

3. Answers staff's inquiries.

4. Greets and directs visitors.

E. Supervising and Implementing

1. Secures quotations and prepares requisitions for supplies and equipment.

2. Meets with administrators and supervisors to obtain decisions and directions.

F. Stenographic

1. Compiles data for reports.

2. Composes reports.

3. Collects accounting/purchasing information for assigned administrators.

4. Types accounting statements, analyses and summaries.

5. Proofreads and corrects copy.

6. Types letters and memoranda.

7. Maintains policy manuals and handbooks.

8. Composes correspondence.

G. Handling Mail

1. Processes outgoing mail and packages.

2. Receives and distributes mail and deliveries.

H. Maintaining and Processing Operating and Administrative Records

1. Monitors institutional budget.

2. Maintains and types travel expense records.

3. Processes accident reports.

4. Maintains insurance records.

I. Maintaining and Processing Student Records

1. Assists in the collection of fees during registration of students.

J. Organizing, Planning and Coordination

1. Notifies and reminds participants of meetings.

2. Assist with bookstore operations.

K. Performs Other Duties as Assigned by Immediate Supervisor.

POSITION TITLE: Secretary

QUALIFICATIONS:
1. Education - High school diploma plus 55 wpm typing and 90 wpm shorthand skills
2. Experience - Three years job experience in a secretarial position

GOAL: To prepare and maintain the paperwork essential for the efficient operation of a vocational school.

DUTIES AND RESPONSIBILITIES:

A. Stenographic

1. Composes correspondence.
2. Takes dictation.
3. Types letters, memoranda, reports, lists and labels.
4. Records minutes of meetings.
5. Types minutes of meetings.
6. Maintains and distributes minutes of meetings.
7. Types pre-printed forms.
8. Types tests and instructional materials.
9. Proofreads and corrects copy.
10. Compiles data for and composes reports.

B. Receiving and Communicating

1. Receives and directs telephone calls.
2. Answers student inquiries.
3. Answers staff inquiries.
4. Distributes telephone messages.
5. Greets and directs visitors.
6. Performs errands.

7. Places phone calls for staff members.

8. Assists substitute teachers by receiving and issuing directions.

9. Receives information for and makes public address system announcements.

C. Maintaining and Processing Student Records

1. Prepares and maintains student records.

2. Types grade reports.

3. Assists students in registration.

4. Prepares class rosters.

5. Assists with placement tests.

6. Obtains previous school or employer records for new students.

D. Clerical Activities

1. Organizes, manages and updates filing system.

2. Files and retrieves materials.

3. Operates photocopier.

4. Folds and binds printed materials.

5. Cleans and maintains office equipment.

6. Folds and binds printed materials.

7. Prepares and processes purchase orders and requisitions.

E. Receiving and Disbursing Funds

1. Processes checks or cash payments and issues receipts.

2. Compiles and verifies data for preparation of payroll.

3. Prepares payroll statements.

F. Supervising and Implementing

1. Meets with administrators to obtain decisions and directions.

2. Composes administrative orders and written directions.

3. Plans and schedules work assignments.

4. Secures quotations and prepares requisitions for supplies and equipment.

G. Accounting/Bookkeeping

1. Maintains student accounts, such as CETA and vocational rehabilitation.

2. Compiles data and prepares financial reports or payments to governmental agencies.

H. Handling Mail

1. Compiles and maintains mailing lists.

2. Prepares mass mailings.

3. Receives and distributes mail and deliveries.

I. Maintaining and Processing Operating and Administrative Records

1. Prepares and maintains personnel records.

2. Maintains and types travel expense records.

J. Organizing, Planning and Coordinating

1. Notifies and reminds participants of meetings.

2. Schedules appointments.

3. Arranges conferences, meetings and special school functions.

K. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Typist

QUALIFICATIONS:
1. Education - High school diploma, 50-60 wpm typing skills, and graduate of a Secretarial program
2. Experience - Three years of office work in a school setting

GOAL: To provide typing services for the school offices, instructional supervisors and the instructional staff, as assigned.

DUTIES AND RESPONSIBILITIES:

A. Stenographic

1. Types letters and memoranda.
2. Types reports and instructional materials, such as tests and curriculum outlines.
3. Types lists, envelopes, and labels.
4. Composes correspondence.
5. Proofreads and corrects copy.
6. Compiles data for reports.
7. Types pre-printed forms.
8. Collects information for assigned administrators.
9. Types graphs, charts and tables.

B. Receiving and Communicating

1. Answers student inquiries.
2. Greets and directs visitors.
3. Answers staff inquiries.
4. Distributes telephone messages.
5. Receives and directs telephone calls.
6. Assists substitute teachers in receiving and issuing directions.
7. Performs errands.
8. Places phone calls for staff members.

C. Clerical Activities

1. Operates photocopier.
2. Prepares purchase orders and requisitions.
3. Receives incoming supplies and notifies vendors regarding shortages.
4. Assembles informational packets.
5. Organizes, manages and updates filing system.
6. Files and retrieves materials.
7. Prepares and processes evaluation reports.
8. Collates duplicated items.
9. Fills supply requests.
10. Maintains clippings file.
11. Cleans and maintains office equipment.
12. Prepares audio-visual materials (transparencies, tape recordings, etc.).

D. Handling Mail

1. Prepares mass mailings.
2. Compiles and maintains mailing lists.
3. Processes outgoing mail and packages.
4. Receives and distributes mail and deliveries.

E. Maintaining and Processing Operating and Administrative Records

1. Maintains inventory of office supplies and equipment.
2. Collects and compiles data for governmental and other reports or surveys.
3. Maintains and types travel expense records.
4. Maintains school equipment inventory.

F. Organizing, Planning and Coordinating

1. Schedules appointments.
2. Notifies and reminds participants of meetings.
3. Makes travel arrangements.

G. Maintaining and Processing Student Records

1. Prepares and maintains student records.

2. Assists students in registration.

3. Assists with placement tests.

4. Types grade reports.

5. Prepares class rosters.

H. Receiving and Disbursing Funds

1. Compiles data for preparation of payroll.

2. Distributes payroll.

3. Manages petty cash account.

4. Drafts budget estimates.

5. Processes insurance claims.

I. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Receptionist/Typist

QUALIFICATIONS:

1. Education - High school diploma, plus 50 wpm typing skills
2. Experience - One year's job experience in a school setting

GOAL: To greet, direct and provide information to visitors and students and to provide typing and clerical services for the staff.

DUTIES AND RESPONSIBILITIES:

A. Receiving and Communicating

1. Receives and directs telephone calls.
2. Greets and directs visitors.
3. Answers inquiries and provides appropriate information to students.
4. Answers inquiries and provides appropriate information to public.
5. Places phone calls for members of staff.
6. Performs errands.
7. Answers staff inquiries.
8. Distributes telephone messages.
9. Receives information for and makes public address system announcements.

B. Stenographic

1. Types tests and instructional materials.
2. Types letters and memoranda.
3. Types lists.
4. Types addresses on envelopes and labels.
5. Proofreads and corrects copy.

C. Handling Mail

1. Processes outgoing mail and packages.
2. Receives and distributes mail and deliveries.

D. Clerical Activities

1. Prepares purchase orders or requisitions.

2. Operates photocopier.

E. Maintaining and Processing Student Records

1. Records monthly student attendance.

2. Maintains student locator cards.

F. Receiving and Disbursing Funds

1. Manages petty cash account.

G. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Switchboard Operator

QUALIFICATIONS: 1. Education - High school diploma

2. Experience - One years' job experience in a school setting

GOAL: To greet and direct callers in a courteous and knowledgeable manner and to serve as a central contact point for school operations.

DUTIES AND RESPONSIBILITIES:

A. Receiving and Communicating

1. Receives, screens, and directs telephone calls.
2. Answers student inquiries.
3. Distributes telephone messages.
4. Greets and directs visitors.
5. Places phone calls for staff members.
6. Answers staff inquiries.
7. Obtains information for public address system announcements.
8. Keeps informed of school organizational changes so calls can be routed promptly.

B. Clerical Activities

1. Files and retrieves materials.
2. Folds and binds printed materials.
3. Collates duplicated items.
4. Assembles informational packets.
5. Maintains log on all long distance calls and audits monthly telephone bill in relation to the log.

C. Handling Mail

1. Processes outgoing mail and packages.
2. Receives and distributes mail and deliveries.

D. Organizing, Planning and Coordinating

1. Notifies and reminds participants of meetings.

2. Organizes guided tours for visitors.

E. Maintaining and Processing Student Records

1. Maintains up-to-date student locator cards.

F. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Clerk/Typist

QUALIFICATIONS:
1. Education - High school diploma and 50-60 wpm typing ability
2. Experience - Previous office experience as clerk or clerk typist preferred

GOAL: To provide the clerical and typing services essential to the efficient operation of a vocational school.

DUTIES AND RESPONSIBILITIES:

A. Clerical Activities

1. Operates photocopier.
2. Operate duplicating equipment.
3. Organizes, manages, and updates filing system.
4. Files and retrieves materials.
5. Cleans and maintains office equipment.
6. Collates duplicated materials.
7. Assembles informational packets.
8. Prepares purchase orders and requisitions.
9. Sells and distributes books and supplies.

B. Stenographic

1. Types letters and memoranda.
2. Types tests and instructional materials.
3. Types reports and manuscripts.
4. Types addresses on envelopes and labels.
5. Types graphs, charts and tables.
6. Types lists.
7. Types pre-printed forms.
8. Proofreads and corrects copy.

C. Receiving and Communicating

1. Receives and directs telephone calls.
2. Answers student inquiries.
3. Greets and directs visitors.
4. Distributes telephone messages.
5. Performs errands.
6. Answers staff inquiries.
7. Assists substitute teachers in receiving and issuing directions.

D. Receiving and Disbursing Funds

1. Processes check or cash payments and issues receipts.
2. Records student payments.
3. Checks accuracy and completeness of expense reports.
4. Compiles data for preparation of payroll.

E. Maintaining and Processing Student Records

1. Records pupil attendance.
2. Assists students in registration.
3. Prepares class rosters.
4. Collects and records time cards.
5. Prepares and maintains student records.

F. Organizing, Planning and Coordinating

1. Schedules appointments.
2. Notifies and reminds participants of meetings.
3. Arranges equipment at meetings.
4. Notifies and reminds clients of class cancellation.

G. Maintaining and Processing Operating and Administrative Records

1. Prepares and maintains personnel records.

2. Maintains and types travel expense records.

3. Maintains inventory of office supplies and equipment.

H. Handling Mail

1. Compiles and maintains mailing lists.

2. Receives and distributes mail and deliveries.

I. Supervising and Implementing

1. Meets with administrators and supervisors to obtain decisions and directions.

2. Assists with maintenance of equipment and supplies.

J. Performs Other Duties as Assigned by Immediate Supervisor

CHAPTER V

JOB PROFILES FOR CUSTODIAL/MAINTENANCE/SECURITY STAFF

From the data collected during the field test visits, it was apparent that the major portion of the custodians work time was spent in four basic areas: (1) Cleaning and Maintaining Fix Surfaces, (2) Cleaning and Maintaining Furniture, Fixtures, and Equipment, (3) Maintaining Grounds and (4) Disposing of Rubbish and Waste Material.

A similar examination of the duties and responsibilities of maintenance personnel demonstrated that their work efforts were primarily confined to the area of Maintaining and Repairing Equipment and Facilities with an additional amount of work being highlighted in Maintaining Grounds, and Ordering, Receiving, Assembling, Preparing Supplies and Equipment.

The security personnel surveyed indicated that their major emphasis related to the functional areas entitled "Acting as a Security Guard" and Maintaining Building Security."

The job profiles which follow, generally present day-to-day duties and responsibilities of staff members in each of the above mentioned groups. Some duties which are done to a lesser degree may not be listed in the actual job profile. These are assumed to be covered in the area designated as "Performs Other Duties as Assigned by Immediate Supervisor." The tasks which one would normally expect to be covered under this category would be those that are completed during school breaks. Examples might be window washing, venetian blind cleaning, painting, etc. It seems to be a present practice to have a team of workers to complete these tasks during the off-peak hours and we would recommend that this practice continue.

The following job profiles are furnished:

- Manager of Custodial Service/Maintenance and Security
- Manager of Custodial Services
- Manager of Maintenance
- Maintenace Worker
- Custodian
- Light-Duty Custodian
- Groundskeeper
- Security Guard

POSITION TITLE: Manager of Custodial Service/Maintenance and Security

QUALIFICATIONS:
1. High School diploma or certificate of equivalency
or
2. Evidence of demonstrated abilities and aptitude in designated areas of responsibility

GOAL: To maintain the physical school facilities in a condition of operating excellence, cleanliness, and safety, so that full educational use of them may be made at all times.

DUTIES AND RESPONSIBILITIES

A. Supervising and Coordinating

1. Inspect school building(s) and property.
2. Order custodial and maintenance supplies and equipment.
3. Maintain inventory control for custodial and maintenance supplies and equipment.
4. Prepare work schedules and assign personnel.
5. Prepare written directions for care and maintenance of floors, walls, ceilings, windows, lavatories, etc.
6. Supervise the receiving and distribution of building supplies and equipment.
7. Interview prospective employees.
8. Conduct orientation program for new employees.
9. Schedule/orient substitute personnel.
10. Prepare budger for custodial, maintenance and security services.
11. Establish a schedule of repairs, replacements, remodeling or other changes in building(s) or grounds for short term or long term planning.
12. Review and enforce safety standards (OSHA, State, local).
13. Interact with heating, plumbing, electrical, etc. contractors.

B. Cleaning and Maintaining Fixed Surfaces

1. Supervise cleaning and maintenance of hall, classroom, cafeteria, etc., floors.

2. Supervise maintenance of furnace room.

3. Supervise stripping/sealing, waxing/buffing of hall, classroom cafeteria, etc., floors.

4. Supervise cleaning and maintenance of stairways.

5. Supervise washing and/or polishing of windows and door glass.

6. Supervise washing walls.

7. Supervise other cleaning and maintenance programs undertaken by staff.

8. Assist with all custodial and maintenance duties when necessary.

C. Maintaining and Repairing Equipment and Facilities

1. Inspect/service/repair mechanical systems/equipment.

2. Inspect/service/repair heating and air cooling systems.

3. Inspect/repair plumbing systems.

4. Inspect/service/repair electrical systems/equipment.

5. Supervise maintenance of classroom and office furniture.

6. Test/service emergency systems (lighting, fire alarm, security, etc.).

7. Assist with all other maintenance or repair duties when necessary.

D. Cleaning and Maintaining Furniture, Fixtures and Equipment

1. Supervise cleaning of restrooms including commodes, urinals, sinks, floors, mirrors, etc. (mop/scrub, disinfect, fungus spray etc.).

2. Supervise cleaning and maintenance of office and classroom areas (floors, drapes, shades, blinds, furniture, etc.).

3. Supervise cleaning of drinking fountains.

4. Supervise maintenance of other furniture, fixtures and equipment undertaken by the staff.

E. Maintaining Security of Buildings and Grounds

1. Supervise control of orders and security in school building(s) and property.

2. Supervise control of personnel/vehicle movement in restricted areas.

3. Coordinate security guard functions with other agencies.

4. Supervise investigations of pilferage and minor incidents as well as emergencies detected by alarm systems.

5. Supervise and inspect all on-duty guards.

6. Determine that windows/doors are locked at the end of each work day and/or when area is not in use.

7. Determine that entrances are unlocked at the beginning of the work day and locked at the end of the day.

8. Determine that classrooms, offices or special areas are locked at the end of the day or when not in use.

F. Disposing of Rubbish and Waste Materials

1. Supervise the removal of trash to a collection area or incinerator.

2. Supervise the removal of cafeteria garbage to collection area or incinerator.

G. Maintaining Grounds

1. Supervise the maintenance of trees and shrubbery.

2. Supervise the removal of trash/debris from grounds including sidewalks, driveways and parking areas.

3. Supervise maintenance of lawns and gardens.

4. Assist in emergency operations created by weather conditions.

H. Ordering, Receiving, Assembling, Preparing Supplies and Equipment

1. Direct the delivery and distribution of school and office supplies to building(s).

2. Supervise the assembly of new equipment (classroom, office custodial, maintenance).

3. Supervise the loading and unloading of supplies.

4. Drive a school truck or van.

I. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Manager of Custodial Services

QUALIFICATIONS: 1. High school diploma or certificate of equivalency
or
2. Evidence of demonstrated abilities and aptitude in designated areas of responsibility

GOAL: To maintain the physical school facilities in a condition of operating excellence, cleanliness, and safety, so that full educational use of them may be made at all times.

DUTIES AND RESPONSIBILITIES:

A. Supervising and Coordinating

1. Inspect school building(s) and property.
2. Order custodial and maintenance supplies and equipment.
3. Maintain inventory control for custodial and maintenance supplies and equipment.
4. Prepare written directions for care and maintenance of floors, walls, ceilings, windows, lavatories, etc.
5. Prepare work schedules and assign personnel.
6. Supervise the receiving and distribution of building supplies and equipment.
7. Conduct orientation program for new custodians.
8. Interview prospective employees.
9. Prepare specifications for supplies and equipment.
10. Review and enforce safety standards (OSHA, State, local).
11. Schedule/orient substitute custodians.
12. Prepare custodial budget.

B. Cleaning and Maintaning Fixed Surfaces

1. Supervise cleaning and maintenance of hall, classroom, cafeteria, etc., floors.
2. Supervise washing windows.
3. Supervise stripping/sealing, waxing/buffing of hall, classroom, cafeteria, etc., floors.

4. Supervise washing/polishing of door glass.

5. Supervise washing walls.

6. Supervise other cleaning programs undertaken by staff.

7. Assist with all custodial duties when necessary.

C. Cleaning and Maintaining Furniture, Fixtures and Equipment

1. Supervise cleaning of restrooms including commodes, urinals, sinks, floors, mirrors, etc. (mop/scrub, disinfect, fungus spray, etc.)

2. Supervise cleaning of office and classroom areas (floors, drapes, shades, blinds, furniture, etc.).

3. Supervise cleaning of drinking fountains.

4. Supervise maintenance of other furniture, fixtures and equipment undertaken by the staff.

D. Maintaining and Repairing Equipment and Facilities

1. Supervise moving furniture or equipment.

2. Inspect and supervise repair of plumbing systems.

3. Inspect and supervise service and repair of mechanical systems/equipment.

4. Inspect and supervise service and repair of electrical systems/equipment.

5. Inspect and supervise service and repair of heating and air cooling systems.

6. Check and adjust room temperatures.

7. Supervise repair ofclassroom and office furniture and equipment.

8. Test and supervise service of emergency systems (lighting, fire alarm, security, etc.).

9. Supervise maintenance of boiler/furnace.

10. Assist with all maintenance duties whenever necessary.

E. Disposing of Rubbish and Waste Materials

1. Supervise the removal of trash to a collection area or incinerator.

2. Supervise the removal of lunchroom garbage to collection area or incinerator.

F. Maintaining Grounds

1. Supervise removal of trash/debris from grounds including sidewalks, driveways and parking areas.

2. Supervise maintenance of trees and shrubbery.

3. Supervise maintenance of lawns and gardens.

4. Assist in emergency operations created by weather conditions.

G. Maintaining Building Security

1. Determine that windows/doors are closed and locked at the end of each work day and/or when area is not in use.

2. Determine that entrances are unlocked at the beginning of the work day and locked at the end of the work day.

3. Determine that classrooms, offices or special areas are locked at the end of each work day and/or when not in use.

H. Ordering, Receiving, Assembling, Preparing Supplies and Equipment

1. Supervise loading and unloading of supplies.

2. Supervise distribution of classroom and office supplies.

3. Supervise assembly of new equipment (classroom, office, custodial maintenance).

4. Supervise delivery of school supplies to building(s).

5. Drive a school truck or van.

I. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Manager of Maintenance

QUALIFICATIONS:
1. High school diploma or certificate of equivalency
or
2. Evidence of demonstrated abilities and aptitudes in designated areas of responsibility

GOAL: To maintain the physical school plant in a condition of operating excellence so that full educational use of it may be made at all times.

DUTIES AND RESPONSIBILITIES:

A. Supervising and Coordinating

1. Inspect school building(s) and property.
2. Order custodial and maintenance supplies and equipment.
3. Maintain inventory control for custodial and maintenance supplies and equipment.
4. Prepare work schedules and assign personnel.
5. Interview prospective employees.
6. Schedule/orient substitute maintenance workers.
7. Conduct orientation program for new maintenance workers.
8. Prepare maintenance budget.
9. Establish a schedule of repairs, replacements, remodeling or other changes in building(s) or grounds for short term or long term planning.
10. Review and enforce safety standards (OSHA, State, local).
11. Interact with heating, plumbing, electrical, etc. contractors.
12. Develop and maintain conservation program.
13. Demonstrate procedures.

B. Maintaining and Repairing Equipment and Facilities

1. Inspect/service/repair mechanical systems/equipment.
2. Inspect/service/repair heating and air cooling systems.
3. Supervise and move furniture and equipment as required.

4. Supervise and perform minor carpentry work (addition/remodeling, etc.).

5. Inspect/repair plumbing and electrical systems/equipment.

6. Supervise maintenance of boiler/furnace.

7. Supervise maintenance of classroom and office furniture.

8. Test/service emergency systems (lighting, fire alarm, security, etc.).

9. Assist in all maintenance or custodial duties whenever necessary.

C. Maintaining Grounds

1. Supervise the removal of trash/debris from grounds including sidewalks, driveways and parking areas.

2. Supervise maintenance of fence.

3. Perform all other maintenance or custodial duties as required.

D. Ordering, Receiving, Assembling, Preparing Supplies and Equipment

1. Direct the delivery and distribution of school and office supplies to building(s).

2. Drive a school truck or van.

3. Supervise the assembly of new equipment (classroom, office, custodial, maintenance).

E. Cleaning and Maintaining Fixed Surfaces

1. Supervise cleaning and maintenance of hall, classroom and cafeteria floors.

2. Supervise maintenance of furnace room.

3. Supervise maintenance of stairways.

F. Cleaning and Maintaining Furniture, Fixtures and Equipment

1. Supervise cleaning of restrooms including commodes, urinals, sinks, floors, mirrors, etc. (mop/scrub, disinfect, fungus spray, etc.).

2. Supervise maintenance of office areas.

G. Maintaining Building Security

1. Determine that entrances are unlocked at beginning of work day and locked at end of work day.

2. Determine that windows/doors are closed and locked at the end of each work day and/or when area is not in use.

H. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Maintenance Worker

QUALIFICATIONS:

1. Certification of good health signed by a licensed physician
2. Demonstrated aptitude for successful fulfillment of assigned responsibilites
3. Ability to follow oral and written instruction

GOAL: To maintain the physical school plant in a condition of operating excellence so that full educational use of them may be made at all times.

DUTIES AND RESPONSIBILITIES:

A. Maintaining and Repairing Equipment and Facilities

1. Inspect/service/repair mechanical systems/equipment.
2. Move furniture or equipment as required.
3. Inspect/service/repair plumbing and electrical systems/equipment.
4. Repalce burned-out light bulbs.
5. Inspect/service/repair heating and air cooling systems.
6. Fire boiler/tend furnace.
7. Perform minor carpentry work (additions/remodeling, etc.).
8. Paint walls and trim.
9. Repair classroom and office furniture and equipment.
10. Check and adjust room temperatures.
11. Test/service emergency system (lighting, fire alarm, security, etc.).
12. Replace ceiling tiles.
13. Replace windows.

B. Maintaining Grounds

1. Remove trash/debris from grounds including sidewalks, driveways, and parking areas.
2. Assist in emergency operations created by weather conditions.

C. Ordering, Receiving, Assembling, Preparing Supplies and Equipment

1. Drive a school truck or van.

2. Load and unload supplies.

3. Assemble new equipment (classroom, office, custodial, maintenance).

4. Distribute classroom and office supplies.

D. Cleaning and Maintaining Fixed Surfaces

1. Sweep/dry mop/vacuum hall, classroom and cafeteria floors.

2. Strip/seal/wax/buff hall, classroom and cafeteria floors.

E. Supervising and Coordinating

1. Inspect school building(s).

2. Order custodial and maintenance supplies and equipment.

F. Cleaning and Maintaining Furniture, Fixtures and Equipment

1. Clean restrooms including commodes, urinals, sinks, floors, mirrors, etc. (mop/scrub, disinfect, fungus spray, etc.).

2. Clean office areas (floors, drapes, shades, blinds, etc.).

G. Disposing of Rubbish and Waste Materials

1. Empty trash and waste baskets and remove to collection area or incinerator.

2. Remove ashes from furnace.

H. Maintaining Building Security

1. Unlock entrances at beginning of work day and lock them at the end of the work day.

2. Determine that windows/doors are closed and locked at the end of each work day and/or when area is not in use.

I. Performs Other Duties as Assigned by Immediate Supervisor.

POSITION TITLE: Custodian

QUALIFICATIONS:

1. Certification of good health signed by a licensed physician
2. Demonstrated aptitude for successful fulfillment of assigned responsibilities
3. Ability to follow oral and written instruction

GOAL: To provide students with a safe, attractive, comfortable, clean and efficient place in which to learn and develop.

DUTIES AND RESPONSIBILITIES:

A. Cleaning and Maintaining Fixed Surfaces

1. Sweep/dry mop/vacuum hall, classroom and cafeteria floors.
2. Scrub/wet mop/shampoo hall, classroom and cafeteria floors.
3. Wash windows.
4. Strip/seal/wax/buff hall, classroom and cafeteria floors.
5. Wash/polish door glass.
6. Wash walls.
7. Clean window sills.
8. Sweep/dry mop/vacuum stairways.

B. Cleaning and Maintaining Furniture, Fixtures and Equipment

1. Clean restrooms including commodes, urinals, sinks, floors, mirrors, etc. (mop/scrub, disinfect, fungus spray, etc.).
2. Clean office areas (floors, drapes, shades, blinds, etc.).
3. Clean drinking fountains.
4. Clean chalk boards and chalk trays.
5. Clean window shades/venetian blinds.
6. Clean classroom furniture.
7. Clean shelving.

8. Clean lighting fixtures.

9. Polish metal fixtures and hardware.

C. Disposing of Rubbish and Waste Materials

1. Empty trash and waste baskets and remove to collection area or incinerator.

2. Remove lunchroom garbage to collection area or incinerator.

D. Maintaining Grounds

1. Remove trash/debris from grounds including sidewalks, driveways, and parking areas.

2. Cut grass and remove weed.

3. Trim trees and shrubbery.

4. Assist in emergency operations created by weather conditions.

5. Fertilize and seed/plant lawns and gardens.

E. Maintaining and Repairing Equipment and Facilities

1. Move furniture or equipment as required.

2. Replace burned-out light bulbs.

3. Put up/take down flags.

4. Inspect/repair plumbing systems.

5. Inspect/service/repair mechanical systems/equipment.

6. Repair classroom and office furniture and equipment.

F. Ordering, Receiving, Assembling, Preparing Supplies and Equipment

1. Load and unload supplies.

2. Distribute classroom and office supplies.

3. Assemble new equipment (classroom, office, custodial, maintenance)

4. Deliver school supplies to building(s).

5. Drive a school truck or van.

G. Maintaining Building Security

1. Determine that windows/doors are closed and locked at the end of each work day and/or when area is not in use.

2. Unlock entrances at beginning of work day and lock them at the end of the work day.

3. Determine that classrooms offices or special areas are locked at the end of each work day and/or when not in use.

H. Supervising and Coordinating

1. Inspect school building(s) and property.

2. Order custodial and maintenance supplies and equipment.

3. Maintain inventory control for custodial and maintenance supplies and equipment.

I. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Light Duty Custodian

QUALIFICATIONS:

1. Certification of good health signed by a licensed physician
2. Demonstrated aptitude for successful fulfillment of assigned responsibilities
3. Ability to follow oral and written instruction

GOAL: To provide students with a safe attractive comfortable, clean and efficient place in which to learn and develop.

DUTIES AND RESPONSIBILITIES

A. Cleaning and Maintaining Fixed Surfaces

1. Sweep/dry mop/vacuum hall, classroom and cafeteria floors.
2. Scrub/wet mop/shampoo hall, classroom and cafeteria floors.
3. Clean window sills.
4. Sweep/dry mop/vacuum stairways.
5. Remove marks/substances from surfaces.
6. Wet mop/scrub/disinfect kitchen floor.
7. Sweep/dry mop/vacuum auditorium and stage floor.
8. Scrub/wet mop/shampoo auditorium and stage floor.

B. Cleaning and Maintaining Furniture, Fixtures and Equipment

1. Clean restrooms including commodes, urinals, sinks, floors, mirrors, ect. (mop/scrub, disinfect, fungus spray, etc.)
2. Clean office areas (floors, drapes, shades, blinds, etc.)
3. Clean drinking fountains.
4. Clean chalk boards and chalk trays.
5. Clean classroom furniture.
6. Clean shelving.
7. Clean lighting fixtures.
8. Clean cafeteria tables and seats.
9. Clean locker rooms including floors, benches, fountains, etc. (mop/scrub, disinfect, fungus spray, etc.)

C. Disposing of Rubbish and Waste Materials

1. Empty trash and waste baskets and remove to collection area or incinerator.

2. Remove lunchroom garbage to collection area or incinerator.

D. Maintaining Grounds

1. Remove trash/debris from grounds including sidewalks, driveways and parking areas.

2. Assist in emergency operations created by weather conditions.

E. Maintaining and Repairing Equipment and Facilities

1. Move furniture or equipment as required.

2. Replace burned-out bulbs.

3. Put up/take down flags.

F. Ordering, Receiving, Assembling, Preparing Supplies and Equipment

1. Load and unload supplies.

2. Distribute classroom and office supplies.

3. Assemble new equipment (classroom, office, custodial maintenance)

G. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Groundskeeper

QUALIFICATIONS:

1. Certification of good health signed by a licensed physician
2. Demonstrated aptitude for successful fulfillment of assigned responsibilities
3. Ability to follow oral and written instruction

GOAL: To provide students with an attractive and safe, natural environment in which to learn.

DUTIES AND RESPONSIBILITIES:

A. Maintaining Grounds

1. Remove trash/debris from grounds including sidewalks, driveways and parking areas.
2. Cut grass and remove weeds.
3. Trim trees and shrubbery.
4. Fertilize and seed/plant lawns and gardens.
5. Assist in emergency operations created by weather conditions.

B. Maintaining and Repairing Equipment and Facilities

1. Move furniture or equipment as required.
2. Replace burned-out light bulbs.
3. Repair/replace minor cement or concrete construction.
4. Perform minor carpentry work (repairs/relocations).
5. Put up/take down flags.
6. Repair/replace flashing and caulking.

C. Ordering, Receiving, Assembling, Preparing Supplies and Equipment

1. Load and unload supplies.
2. Assemble new equipment (custodial/maintenance).
3. Deliver school supplies to building(s).
4. Drive a school truck or van.

D. Cleaning and Maintaining Fixtures and Equipment

1. Clean lighting fixtures.

2. Polish metal fixtures and hardware.

3. Clean drinking fountains.

E. Cleaning and Maintaining Fixed Surfaces

1. Remove marks/substances from surfaces.

2. Perform inside custodial tasks which may be assigned during inclement weather.

F. Maintaining Building Security

1. Maintain order and security in building and on school grounds.

2. Enforce school rules and regulations.

G. Supervising and Coordinating

1. Inspect school building(s) and property.

2. Order custodial and maintenance supplies and equipment.

H. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Security Guard

QUALIFICATIONS:
1. Certification of good health signed by a licensed physician
2. Evidence of demonstrated abilities and aptitudes in designated areas of responsibility
3. Three verified references of good moral character
4. Ability to follow oral and written instruction

GOAL: To assist in the maintenance of a safe school environment for students and staff.

DUTIES AND RESPONSIBILITIES:

A. Acting as Security Guard

1. Control personnel/vehicle movement in restricted area.
2. Investigate minor offenses/incidents.
3. Make on the spot corrections of minor violations.
4. Detect/report/investigate pilferage incidents.
5. Apprehend and restrain violators.
6. Protect the scene of accident/incident.
7. Guard entry/exit to restricted areas.
8. Investigate intrusions or emergencies detected by alarms.
9. Send and receive radio transmissions.
10. Patrol with vehicle.
11. Coordinate guard functions with other agencies.

B. Maintaining Building Security

1. Maintain order and security in buildings and on school grounds.
2. Monitor unauthorized personnel in building.
3. Enforce school rules and regulations.
4. Determine that classrooms, offices, or special areas are locked at the end of each work day and/or when not in use.

5. Determine that windows/doors are closed and locked at the end of each work day and/or when not in use.

6. Supervise parking of cars for special events.

7. Unlock entrances at beginning of work day and lock them at the end of the work day.

C. Supervising and Coordinating

1. Inspect school building(s) and property.

2. Review and enforce safety standards (OSHA, State, local).

3. Develop and maintain energy conservation program.

4. Process and file accident reports.

D. Maintaining and Repairing Equipment and Facilities

1. Put up/take down flags.

2. Test/service emergency systems (lighting, fire alarm, security, etc.).

E. Maintaining Grounds

1. Remove trash/debris from grounds including sidewalks, driveways, and parking areas.

2. Assist in emergency operations created by weather conditions.

F. Performs Other Duties as Assigned by Immediate Supervisor

CHAPTER VI

JOB PROFILES FOR TEACHER AIDES AND OTHER NON-INSTRUCTIONAL PERSONNEL

The following pages contain job profiles for teacher aides and other non-instructional personnel. It will be noted that two separate job profiles are included for Teacher Aide. The Teacher Aide/Instructional job profile addresses the employee who actually assists the teacher in the instructional process. The Teacher Aide/Non-Instructional job profile addresses an employee who provides only clerical and support services for a teacher, but does not engage in any actual instruction. Each job profile includes the current status profile, as well as the desired/future profile. The functions and tasks performed by these staff members are arranged in descending order, bases on an analysis of the actual time spent by employees in these positions. The following job profiles are included in this section:

- Teacher Aide/Instructional
- Teacher Aide/Non-Instructional
- Food Service Manager
- Cook
- Cafeteria Worker
- Cashier/Cafeteria Worker
- Houseparent
- Laundry Worker

POSITION TITLE: Teacher Aide/Instructional

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To assist the instructor with the routine and drill aspects of the educational program and thereby improve the quality of educational services to vocational students.

DUTIES AND RESPONSIBILITIES:

A. Instructional Support Services

1. Assists teacher with individualized instruction of students.
2. Assists teacher with small group instruction.
3. Temporarily supervises students during brief absence of teacher.
4. Distributes class-related materials and supplies.
5. Assists with clean-up routine following instruction.
6. Prepares and maintains displays and bulletin boards.
7. Monitors student assignments, under instructor's direction.
8. Scores tests as directed by instructor.
9. Maintains and disseminate library materials.
10. Mends damaged books and instructional materials.
11. Assists with vocational student organization activities.
12. Assists with resolution of student problems.
13. Assists in supervision of child in Child Care Program.

B. Communicating and Coordinating

1. Answers student inquiries.
2. Makes field trip reservations and arrangements.

3. Places and answers phone calls.

4. Schedules appointments.

5. Greets and directs visitors.

6. Performs errands.

C. Maintaining Records

1. Records daily student attendance.

2. Maintains student attendance cards.

3. Prepares class rosters.

4. Maintains shop, lab or class equipment and supply inventories.

5. Prepares and maintains participation reports.

D. Secretarial/Clerical Activities

1. Maintains curriculum file.

2. Collects and compiles materials and information.

E. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Teacher Aide/Non-Instructional

QUALIFICATIONS: As defined in Teacher Certification in Georgia, Requirements and Regulations for Certification of Teachers and School Personnel

GOAL: To assist the teacher with the duties essential to an effective vocational education program.

DUTIES AND RESPONSIBILITIES:

A. Secretarial/Clerical Activities

1. Operated photocopier.
2. Collates duplicated items.
3. Fills and retrieves materials.
4. Folds and binds printed materials.
5. Operates ditto or mimeographing equipment.
6. Receives and checks condition of incoming supplies and equipment.
7. Maintains curriculum file.
8. Collects and compiles materials and information.
9. Organizes, manages and updates filing system.

B. Maintaining Records

1. Maintains student records.
2. Records daily student attendance.
3. Maintains shop, class, or lab equipment and supply.
4. Prepares class rosters.
5. Maintains student attendance cards.

C. Instructional Support Activities

1. Assists with resolution of student problems.
2. Prepares and maintains bulletin boards.

3. Assists with clean-up routines.

4. Sets up audiovisual equipment.

5. Maintains and disseminates library materials.

6. Mends books and other instructional materials.

D. Communicating and Coordinating

1. Greets and directs visitors.

2. Places and answers phone calls.

3. Arranges conferences and meetings.

4. Performs errands.

E. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Food Service Manager

QUALIFICATIONS:
1. Certification of good health signed by a licensed physician
2. High school diploma or certificate of equivalency
or
3. Evidence of demonstrated abilities and aptitudes in designated areas of responsibility

GOAL: To provide the leadership essential to producing nutritious meals in an atmosphere of cleanliness and cheerfulness.

DUTIES AND RESPONSIBILITIES:

A. Supervising and Coordinating

1. Supervise food service operations.
2. Supervise food preparation operations.
3. Monitor/supervise the work of food service/cafeteria personnel.
4. Make up food preparation schedules.
5. Plan/schedule work assignments.
6. Interview applicants for employment.
7. Orient new employees.
8. Write/duplicate/post daily menus.
9. Inspect for safety/cleanliness/quality.
10. Demonstrate procedures/use of equipment.
11. Prepare written evaluation of employees.
12. Attend/conduct staff meetings/conferences.
13. Call substitutes for absentee employees.
14. Assist instructional staff with students (nutrition/food preparation/etc.).
15. Arrange special dinners/meetings.
16. Evaluate personnel daily to make sure they comply with State Health Department Standards.

B. Record Keeping/Reporting

1. Maintain inventory record of food/equipment/supplies.
2. Prepare daily cost sheet/cash sales report.
3. Record/maintain files of meals served.
4. Maintain personnel records (food service/cafeteria employees).
5. Prepare monthly inventory report.
6. Supervise/take inventory.
7. Compile information for/prepare budget/financial reports (local/State/Federal).
8. Maintain employee attendance records.
9. Prepare financial statements.
10. Prepare schedules of accounts payable/receivable.

C. Ordering, Receiving, Storing and Dispensing Supplies

1. Plan menus.
2. Order supplies/foods.
3. Gather data on costs/secure quotations.
4. Check food shipments into school/verify orders.
5. Prepare/process requisitions/repair orders.
6. Record food deliveries.
7. Approve bills for payment.
8. Arrange foods/supplies in storage areas.

D. Preparing Foods and Beverages

1. Calculate quantities of food to be prepared.
2. Prepare modified meals to students on prescribed diets.
3. Assist in the preparation of foods and beverages.

E. Serving Foods and Beverages

1. Arrange centerpiece/decorative displays.

2. Apportion individual servings of foods and beverages.

3. Set up tables (linens, silver, etc.).

F. Maintaining Equipment and Preparation and Service Areas

1. Supervise the cleaning and sanitizing of kitchen surfaces.

2. Supervise the cleaning and sanitizing of dining area surfaces.

3. Supervise cleaning of service area.

4. Supervise the cleaning and maintenance of food storage areas.

5. Supervise the cleaning and maintenance of garbage/trash areas.

G. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Cook

QUALIFICATIONS:

1. Certification of good health signed by a licensed physician
2. Evidence of demonstrated abilities and aptitudes in designated areas of responsibility
3. Ability to follow oral and written instruction

GOAL: To serve the students attractive and nutritious meals in an atmosphere of efficiency, cleanliness and cheerfulness.

DUTIES AND RESPONSIBILITIES:

A. Preparing Foods and Beverages

1. Assumes responsibility for preparation of breads, biscuits, cakes, etc.
2. Prepares desserts such as puddings, pies, congealed desserts.
3. Assumes responsibility for preparation of meats, vegetables, salads, casseroles, scalloped dishes, etc.
4. Assume responsibility for the care and proper use of left-over foods.
5. Prepare tea, coffee, punch.
6. Check foods for proper seasoning.
7. Measure, weigh, mix and pan according to recipe or formula.

B. Maintaining Equipment and Preparation and Service Areas

1. Clean and store dishes, silverware and utensils.
2. Collect, scrape and stack soiled tableware/cookware.
3. Clean and sanitize kitchen and dining room surfaces.
4. Clean and maintain food storage areas.
5. Clean and maintain garbage/trash areas.

C. Ordering, Receiving, Storing and Dispensing Supplies

1. Arrange foods and supplies in storage areas.

2. Check food shipments into school and verify orders.

3. Record food deliveries.

4. Order supplies/food.

5. Plan menus.

6. Prepare/process requisitions and repair orders.

D. Supervising and Coordinating

1. Supervise food preparation operations.

2. Inspect for safety/cleanliness/quality.

3. Assist instructional staff with students (nutrition/food/preparation/etc.).

4. Supervise food service operations.

5. Plan/schedule work assignments.

6. Monitor/supervise the work of food service/cafeteria personnel.

7. Make up food preparation schedules.

E. Serving Foods and Beverages

1. Fill/refill food supplies (counter service).

2. Serve foods and beverages.

3. Set up tables (linens, silver, etc.).

4. Apportion individual servings of food and beverages.

F. Record Keeping and Reporting

1. Maintain inventory record of food/equipment/supplies.

2. Assist in the duties of cafeteria worker when necessary.

3. Supervise/take inventory.

G. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Cafeteria Worker

QUALFIICATIONS:

1. Certification of good health signed by a licensed physician
2. Evidence of demonstrated abilities and aptitudes in designed areas of responsibility
3. Ability to follow oral and written instruction

GOAL: To serve the students attractive and nutritious meals in an atmosphere of efficiency, cleanliness and cheerfulness.

DUTIES AND RESPONSIBILITIES:

A. Preparing Foods and Beverages

1. Stir and perform cooking/baking operations.
2. Prepare uncooked foods.
3. Depan foods/arrange for service.
4. Prepare beverages.
5. Assist in any other preparations when necessary.

B. Serving Foods and Beverages

1. Serve foods (table service).
2. Fill/refill food supplies (counter service).
3. Serve foods and beverages (counter service).
4. Set up tables (linens, silver, etc.).

C. Maintaining Equipment and Preparation and Service Areas

1. Clean and store dishes, silverware and utensils.
2. Collect, scrape and stack soiled tableware/cookware.
3. Clean and sanitize kitchen and dining room surfaces.
4. Clean and maintain food storage areas.
5. Clean and maintain garbage/trash areas.

D. Ordering, Receiving, Storing and Dispensing Supplies

1. Arrange foods and supplies in storage areas.

2. Prepare/process requisitions and repair orders.

3. Check food shipments into school/verify orders.

E. Supervising and Coordinating

1. Inspect for safety/cleanliness/quality.

2. Assist instructional staff with students (nutrition/food preparation/ etc.).

3. Supervise food service operations.

F. Record Keeping and Reporting

1. Supervise/take inventory.

2. Assist with cashier duties when necessary.

G. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Cashier/Cafeteria Worker

QUALIFICATIONS:

1. Certification of good health signed by a licensed physician
2. Evidence of demonstrated abilities and aptitudes in designated areas of responsibility
3. Ability to follow oral and written instruction

GOAL: To serve the students attractive and nutritious meals in an atmosphere of efficiency, cleanliness and cheerfulness.

DUTIES AND RESPONSIBILITIES:

A. Record Keeping and Reporting

1. Operate cash register (collect fees).
2. Stamp/punch/check meal tickets.
3. Collect/deposit receipts.
4. Record cash register/cash box totals.
5. Prepare monthly inventory report.
6. Prepare daily cost sheet/cash sales report.

B. Preparing Foods and Beverages

1. Prepare uncooked foods.
2. Prepare beverages.
3. Depan foods/arrange for service.

C. Serving Foods and Beverages

1. Serve foods and beverages (counter service).
2. Fill/refill food supplies (counter service).

D. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Houseparent

QUALIFICATIONS:

1. Certification of good health from a licensed physician
2. Three verified references of good moral character
3. Evidence of maturity and demonstrated aptitudes for dealing with the daily problems of students
4. Documented certification of CPR training

GOAL: To provide twenty-four hour adult supervision for students in a safe, pleasant, and orderly atmosphere.

DUTIES AND RESPONSIBILITIES:

A. Supervising and Counseling Students

1. Patrol and monitor student behavior.
2. Investigate student complaints and requests.
3. Instruct and counsel students on social behavior.
4. Mediate student discussions and disagreements.
5. Advise students on personal problems.
6. Orient and assist new students.
7. Provide crisis intervention in an emergency.
8. Administer emergency first aid and minor medical care.
9. Enforce dormitory rules and regulations.
10. Assists in matters of discipline when required.

B. Organizing and Supervising Dormitory Activities

1. Supervise and chaperone dormitory and school activities. (councils, social functions, etc.)
2. Issues and coordinates room assignments.
3. Serves as advisor to student dormitory council.
4. Conducts emergency evacuation drills (fire, tornado, etc.).
5. Answer business office telephone during hours in which it is unattended.

C. Maintaining and Supervising Dormitory Facilities

1. Perform daily security and maintenance checks of building and grounds.

D. Reporting and Record Keeping

1. Keep student emergency records (name, address, parent/guardian, telephone number).

2. Prepare written reports on student behavior.

3. Prepare written census reports on student-residents.

4. Assist administrative personnel in organizing supervisory regulations and in-service meetings.

5. Prepare written reports on damage to school property.

E. Performs Other Duties as Assigned by Immediate Supervisor

POSITION TITLE: Laundry Worker

QUALIFICATIONS:

1. Certification of good health from a licensed physician
2. Demonstrated abilities and aptitudes in designated areas of responsibility

GOAL: To provide efficient and quality laundry service for the dormitory and food service facility, occupational training programs and uniformed employees of the institution.

DUTIES AND RESPONSIBILITIES:

A. Collecting, Laundering and Distributing Laundry Items

1. Collect/receive and sort soiled laundry.
2. Pretreat laundry.
3. Machine wash/dry laundry.
4. Sort and fold laundered items.
5. Iron/press laundered items.
6. Mend uniforms, sheets, towels, etc.
7. Deliver laundered items.

B. Maintaining Equipment and Facilities

1. Clean and maintain laundry equipment.
2. Clean and maintain laundry facility.
3. Inspect for safety and cleanliness.

C. Supervising and Coordinating

1. Assign tasks to work-study students.
2. Coordinate all laundry service.
3. Work up laundry schedule for areas to be serviced.

D. Reporting and Record Keeping

1. Maintain records of laundry received.

2. Train and supervise work-study students in laundry and safety techniques.

3. Maintain time and performance records for work-study students.

E. Performs Other Duties as Assigned by Immediate Supervisor

Federal law prohibits discrimination on the basis of race, color or national origin (Title VI of the Civil Rights Act of 1964); sex (Title IX of the Educational Amendments of 1972 and Title II of the Vocational Education Amendments of 1976); or handicap (Section 504 of the Rehabilitation Act of 1973) in educational programs or activities receiving federal financial assistance.

Employees, students and the general public are hereby notified that the Georgia Department of Education does not discriminate in any educational programs or activities or in employment policies.

The following individuals have been designated as the employees responsible for coordinating the department's effort to implement this nondiscriminatory policy.

Title II - Loydia Webber, Vocational Equity Coordinator
Title VI - Peyton Williams Jr., Associate Superintendent of State Schools and Special Services
Title IX - Evelyn Rowe and Myra Tolbert, Coordinators
Section 504 - Jane Lee, Coordinator of Special Education

Inquiries concerning the application of Title II, Title VI, Title IX or Section 504 to the policies and practices of the department may be addressed to the persons listed above at the Georgia Department of Education, State Office Building, Atlanta 30334; to the Regional Office for Civil Rights, Atlanta 30323; or to the Director, Office for Civil Rights, Education Department, Washington, D.C. 20201.